





## EUROPEAN NEWS

## French employers call for freer prices

BY PAUL BETTS IN PARIS

THE FRENCH PATRONAT, the country's employer's confederation, yesterday called for the deregulation of French industry as the most practical way of ensuring the competitiveness of French enterprises next year.

In a strongly worded attack on government price controls, M Yvon Gattaz, head of the Patronat, argued at the confederation's annual meeting yesterday that French enterprises, faced with low to zero growth in France next year and continuing economic austerity, must be given greater freedom and flexibility to remain competitive.

The Patronat has a long list of demands for the Socialist Government, among them to honour earlier pledges to liberalise industrial prices; relax corporate taxation; and introduce greater incentives for investments and free credit.

In particular, the Patronat yesterday condemned the Government's recent decision to hold down industrial price rises in France next year below 5 per cent, the Socialist optimistic 1984 inflation-rate target.

M Gattaz yesterday said the Patronat was encouraging all its members to resist negotiation of price restraint agreements with the Government by the end of this year. But M Gattaz acknowledged that several groups, including the nationalised companies, would find it difficult to ignore the Government's latest price-control proposals.

M Gattaz also launched the Patronat's new slogan for 1984, on the lines of "give us freedom and we will assume our responsibilities."

The head of the Patronat also used the occasion of the confederation's annual meeting to paint a gloom picture of the French economy.

M Gattaz said the Patronat was forecasting for France negative growth of 0.8 per cent or a maximum of 1.2 per cent next year. He said French industry continued to be burdened by the rapid rise in wage costs. Wages and social charges now accounted for 70 per cent of the value added of French enterprises.

## Governments blamed for EEC summit debacle

By John Wyles in Strasbourg

THE EUROPEAN Parliament's formal inquiry into last week's failure of the EEC summit in Athens was yesterday given two very similar explanations for the debacle by M Gaston Thorn, the president of the European Commission and Mr Andreas Papandreu, the Greek Prime Minister and summit host and chairman.

Both men blamed the summit's total inability to agree on major EEC reform issues on the absence of any real consensus between governments on how the Community should develop. The problem was compounded, they said, by the weight of technical detail which governments had to handle.

Much of this should have been eliminated in the Council of Ministers preparatory work, but over the years governments have been leaving more and more issues to be settled at summits which are not up to the task in front of them.

M Thorn went further by developing the Commission's view that the Ten's cavalier approach to procedures laid down by the Treaty of Rome had robbed the Athens negotiations of all possible coherence.

The Commission president said that the special councils of foreign and finance ministers which had tried to prepare for agreements at Athens had ignored the treaty's requirements that decisions can only be taken on the basis of Commission proposals.

Governments had pressed their own proposals—particularly on the British budget problem and control of EEC spending—with the result that the summit became tangled up in "competitive formulas."

biased in the direction of the specific interests of the countries which had authored them. Implicitly, Mr Thorn's explanation was an acknowledgement that the Commission lost the initiative in the run-up to Athens. Explicitly, it was a declaration of determination to regain this initiative by insisting on treaty procedures and to ensure that the post-Athens malaise in the EEC should not block decisions which were vitally needed.

Most urgent was the need to get a grip on Common Agricultural Policy spending, said M Thorn.

## MBB-Aerospatiale satellites plan

BY RUPERT CORNWELL IN BONN

THE West German aerospace concern, Messerschmidt-Boelkow-Blohm, and Aerospatiale of France have signed a joint venture agreement to develop and produce medium-sized information satellites, to be known as the "Spacebus" family.

The deal, which was announced yesterday, represents a significant extension of the existing collaboration between the two groups, which already work together on the European Airbus venture, various weapons systems and in the space sector.

"Spacebus" satellite platforms will be available in the

1.2-3 tonne range, with a capacity range of 1-4 Kw set in geostationary transfer orbit. They are intended for launching by both the European Ariane rocket or the U.S. space shuttle.

By pooling know-how and resources, the two companies aim to secure maximum cost efficiency benefits. They will also be able to offer potential customers ground control stations, operations support and training facilities.

MBB and Aerospatiale already employ 3,800 people on the space side, and have combined turnover of about \$280m in the sector.

The Federal Post Office,

meanwhile, has awarded a DM \$15m (£205m) contract to a group of West German companies for the construction of a new satellite system for radio, TV, telephone and data transmission.

Herr Christian Schwarz-Schilling, the Minister for Post, said yesterday that the first satellite of the system, to be called "DFS Copernicus" should be launched by Ariane in June 1987. A second satellite should follow it into space in March 1988.

The order, after a year of negotiations which also involved U.S. and Japanese concerns, has finally gone to an all West Ger-

man consortium led by Siemens. The contract price contains an escalator clause to cover wage and material cost increases between now and the launch date. Nor does the total DM \$15m price include the cost of the actual firing of the satellite into orbit.

The scheme gives West German industry the chance of strengthening its position in a key high technology sector and will help guarantee jobs, according to Herr Schwarz-Schilling. More specifically it will link two functioning and one existing standby satellites and 34 ground-based transmitting stations.

## West Berlin woman in challenge for mayor

By Leslie Collier in Berlin

WEST-BERLIN'S ruling Christian Democrats (CDU) will decide on Friday whether the next Governing Mayor is to be a smooth 42-year-old political "whizz kid" chosen by the departing Herr Richard von Weizsäcker or a stern woman of 55 whom Berliners have nicknamed "Hanna Grenade" (Hanna the Grenade).

Frau Hanna-Renate Laurien has a good chance of becoming the first woman in the post in spite of her abrasive manner, or perhaps because of it.

A large number of borough delegates to the meeting have spoken out for her, in rebellion against the CDU's so-called "concrete" faction in the legislature consisting of devoted but faceless political managers.

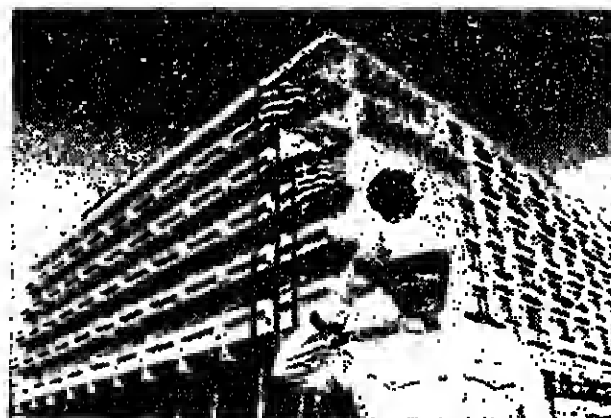
Herr von Weizsäcker is to become Federal President next spring after a highly successful two-and-a-half years in office. His chosen successor is Herr Eberhard Diepgen, the energetic CDU floor-leader in West Berlin.

Many party members, however, were angered by Herr von Weizsäcker's abrupt decision to leave the city where he had promised he would end his political career. This may explain the sharp reaction against his choice as successor.

Equally important was the recognition that the party will have to field a strong candidate to win elections in April 1985. Herr Diepgen is widely felt to be too bland. Frau Laurien appeals to many in over-aged West Berlin precisely because she has what is known as a sharp "Berlin lip."

East Germany is refusing entry to some 100 members of West Berlin's peace movement for fear they will establish contact with the independent East German peace movement. Four East Berlin members of the small "Women for Peace" movement were arrested this week for urging East German women not to register for obligatory civil defence and army support activities.

FINANCIAL TIMES, USPS No. 180640, published daily except Sundays and holidays. U.S. subscription rates: \$24.00 per annum. Second class postage paid at New York, NY and at additional mailing offices. POSTMASTER: send address changes to FINANCIAL TIMES, 25 Rockefeller Plaza, NY, NY 10019.



Make the Athens Marriott Hotel your business centre in Greece.

Athens Marriott Hotel is now open and has been designed to cater for all the needs of business travellers - cost rooms and suites are 5-star standard as is the service which ensures you a trouble-free stay.

You can entertain in prestigious surroundings, and of course we have the facilities to enable you to carry on business while you are away from home. We have in-house TV, a swimming pool and a restaurant. Magnificent views of the Acropolis.

Everything that can be done to ensure the success of your business trip will be done.

In addition to Athens, there are other superb Marriott Hotels in Amman, Amsterdam, Cairo, Jakarta, London, Kuwait and Riyadh, plus over 100 Marriott Hotels world-wide.

For reservations: United States 800 228 9240; Amsterdam 020 43 41 12; Frankfurt 0611 28 74 92; Hamburg 040 4553 26; London 01 836 3531; Munich 089 18 20 90; your Travel Agent, or your nearest Marriott Hotel.

Ledra Marriott Hotel Athens

## Turkish Cypriot premier names ministers

By Andreas Hadjipapas in Nicosia

MR NECAT KONUK, interim prime minister of the self-proclaimed Turkish Cypriot republic in the north of the island, yesterday named a new cabinet to serve until elections are held early next year. Six of the 10 appointments belong to Turkish Cypriot leader Mr Rauf Denktaş's rightist National Unity Party.

The most notable appointment is that of Mr Necati Murr Ertegun as foreign minister to succeed Mr Kenan Azakol.

Mr Ertegun is a lawyer who held the post of solicitor-general during the British administration that ended in 1960. Recently he served as adviser on the Turkish Cypriot side in the inter-communal talks that broke down last April.

Mr Denktaş hinted that his main job during the coming year would be to strive for some form of recognition, especially among Islamic states.

Meanwhile, Mr Spyros Kyprianou, the President of Cyprus, said yesterday that world condemnation of the Denktaş regime was not enough. "What is important is not its reversal in theory only but also in practice, so that Turkish occupation troops are withdrawn from the island and Cyprus becomes reunited to conformity with UN decisions," he said.

## Carrillo bid splits Spanish party

BY DAVID WHITE IN MADRID

AN OPEN split in the ranks of Spain's Communist Party threatens to undermine the leadership of Sr Gerardo Iglesias at a congress starting here today, barely a year after he took over from the veteran Sr Santiago Carrillo.

Behind what seems to be an attempt by Sr Carrillo to regain effective control of the party, lie questions about its position regarding East-West issues and the Socialist Government in Madrid.

Regional committees have divided into different camps and it is impossible to forecast the outcome of voting at the five-day congress on the secretary-general's report and on the new central committee, which, in turn, decides the leadership. Among other uncertainties is who will emerge as the candidate of the Carrillo supporters.

The 68-year-old Sr Carrillo, who quit after the general election last October when the Communists lost 11 of their 15 seats in the Lower House and all their eight Senate seats, does not want another term as secretary-general. He held the post for 23 years.

Sr Iglesias, a 38-year-old miner, was Sr Carrillo's own nominee for the job. But, after securing it, he made it obvious he was not willing to perate in his predecessor's shadow.

He has received gestures of support both from the "old guard" including the legendary Dolores Ibarruri ("La Pasionaria") and from the powerful Workers' Commissions union. He favours a more open party, but opponents see this as a move to accommodate people who have drifted to the right. Sr Carrillo, while still pro-

claiming Eurocommunist principles, seeks a more "revolutionary" tone and a tougher stance against U.S. policies and against Spain's Socialist Government.

The split has emerged amid fears of more defections to a pro-Soviet splinter party. In this obscure battle, some factions are trying to find a third choice, such as unionist Sr Nicolas Sartorius. He, however, has aligned himself with Sr Iglesias and says he does not want to run for leader.

The party has been in crisis since its 1981 congress owing partly to Sr Carrillo's authoritarian rule and partly to its more general difficulty in finding its feet since emerging from clandestine existence under Franco.

## PKbanken chairman removed

BY KEVIN DONE, NORDIC CORRESPONDENT IN STOCKHOLM

SWEDEN'S Social Democratic Government is removing Mr Lars Sandberg as chairman of the state-owned PKbanken, the country's third largest commercial bank, as a direct political consequence of the Rainer affair, which last month compelled Mr Ove Rainer, the Justice Minister, to resign.

The move will force the delay of a planned issue of shares in PKbanken, which was to have raised SKR 350m-SKR 450m (£20m-£29m) in a surprise measure of privatis-

ation introduced by the Government last month. The bank's short-term capital needs will have to be met by bridging finance directly from the central government until the share issue can be pushed through.

The removal of the bank's chairman is the latest step in a long-running affair, which has badly damaged the reputation of Prime Minister Olof Palme, and which has caused wide unrest in the Social Democratic Party.

Mr Rainer was forced to re-

sign because of a mounting scandal surrounding his personal tax affairs. While on the board of PKbanken in his previous role as head of the Swedish Post Office, one of the bank's biggest customers, Mr Rainer was granted various large loans by the bank, including one of SKR 15m, where the interest payments were used to reduce his tax liabilities.

His actions were perfectly legal but offended strongly against Social Democratic morality.

# HOW YOU CAN INVEST IN U.S. MONEY MARKET INSTRUMENTS WITH AS LITTLE AS \$ 20,000.

Experienced investors who entrust funds to institutions specializing in asset management know that in most situations the more they invest, the more professional attention their portfolio is likely to get.

And smaller investors have learned that access to the proven expertise of the leading international money managers is limited, or often non-existent.

Now, The Julius Baer Group, one of Switzerland's most prestigious private banking organizations, is offering an international investment opportunity attractive to big and small investors alike: LIQUIBAER, Julius Baer U.S. Dollar Fund Limited.

## About the Fund

LIQUIBAER, Julius Baer U.S. Dollar Fund Limited is an open-ended investment com-

pany incorporated in the Cayman Islands.

The fund is an investment characterized by low risk through diversification; high returns enhanced by active management and large denominations; full liquidity, as shares can be issued or redeemed on any business day.

Investments are made in U.S. dollar money market instruments of prime U.S. borrowers, each investment having a final maturity of no more than 18 months from its date of purchase.

A minimum initial investment of only 20 shares is required, and the minimum for subsequent purchases is 5 shares.

Shares are valued daily, and net asset prices are published

in the International Herald Tribune, Financial Times and Neue Zürcher Zeitung.

Net income derived from the fund is retained and re-invested.

LIQUIBAER is managed by Baerbank (Overseas) Limited, Grand Cayman, a wholly-owned subsidiary of Baer Holding Ltd., Zurich.

## The Julius Baer Group

Investment advice is provided for LIQUIBAER on a regular basis by senior investment officers of Bank Julius Baer & Co. Ltd., Zurich. The Julius Baer Group, which has served international investment clients since the late 19th century and is in the mainstream of traditional Swiss knowhow in all areas of international financial

activity, currently manages several billion dollars worldwide.

For complete information about LIQUIBAER - its objectives, performance, and other essentials - contact the agent in Switzerland. Do it today.

Agent in Switzerland: FT Bank Julius Baer & Co. Ltd. Attn: Dr. J. A. Böhli, Bahnhofstr. 36, CH-8002 Zurich. Tel.: (01) 228 91 11, Telex: 812 115

Send me information  
Ring me personally  
Tel.: \_\_\_\_\_  
Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_

LIQUIBAER is quoted on the London Stock Exchange having fulfilled all listing requirements, but it is not under the supervision of the Swiss Federal Banking Commission nor any other governmental authority.

You realize that streamlining the design and manufacturing process can give you powerful marketing advantages.

If you're looking for ways to increase market share profitably, you should look into MCAUTO cad/cam.

Four years ago, a small plastic manufacturing firm was locked in stiff competition, and costs were rising. Then the company installed a Unigraphics cad/cam system from MCAUTO to automate design and manufacturing.

The results were remarkable. Design and production time were cut by 70%. Prototype parts were produced in days instead of weeks. Costs dropped and sales climbed. Eventually the company tripled its workforce to meet the demand for new products.

Unigraphics: better product design in one-sixth the time.

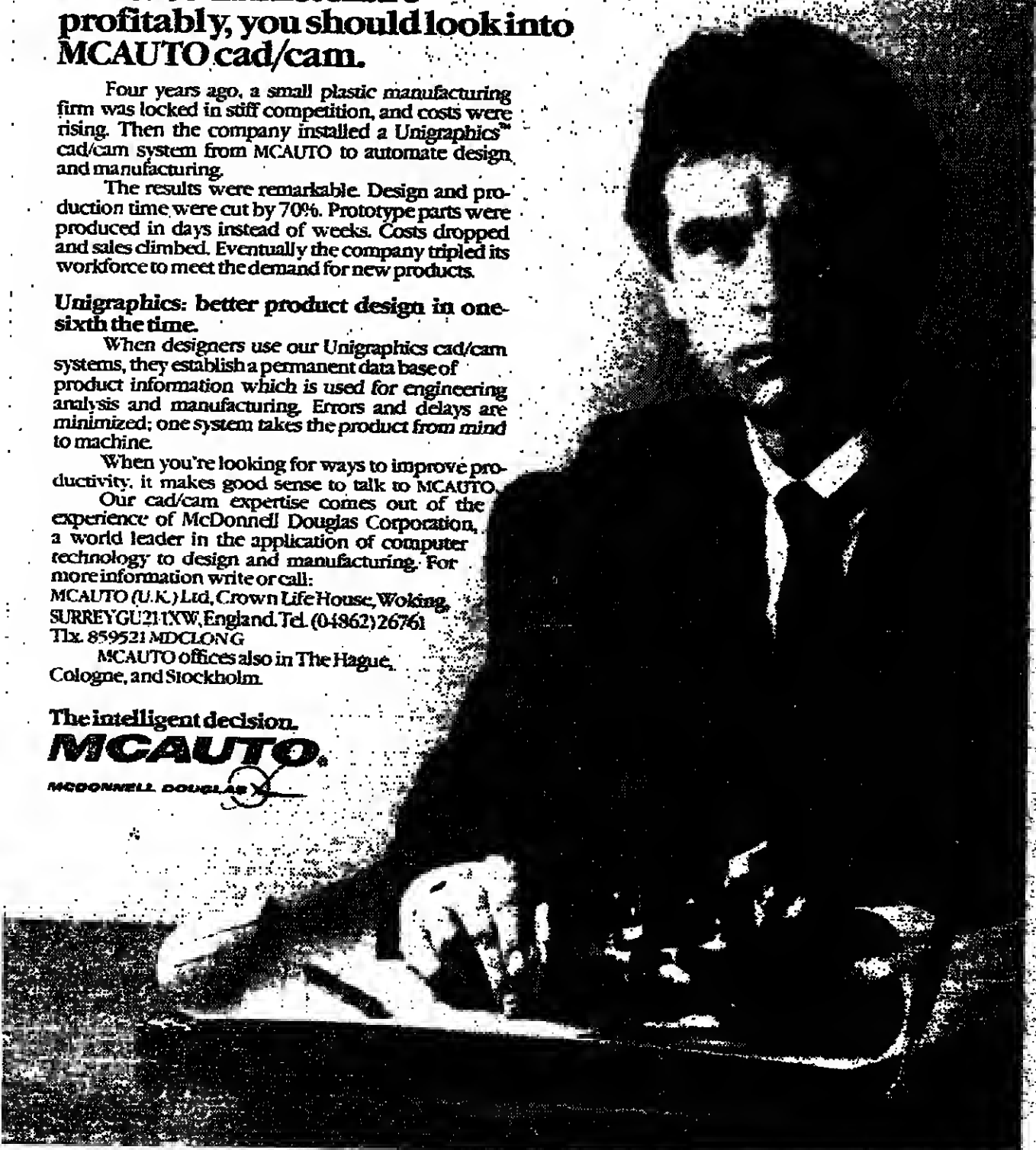
When designers use our Unigraphics cad/cam systems, they establish a permanent data base of product information which is used for engineering analysis and manufacturing. Errors and delays are minimized; one system takes the product from mind to machine.

When you're looking for ways to improve productivity, it makes good sense to talk to MCAUTO. Our cad/cam expertise comes out of the experience of McDonnell Douglas Corporation, a world leader in the application of computer technology to design and manufacturing. For more information write or call:

MCAUTO (U.K.) Ltd, Crown Life House, Woking, Surrey GU21 1XW, England. Tel. (04962) 26761. Tlx. 859521 MDCCLONG

MCAUTO offices also in The Hague, Cologne, and Stockholm.

The intelligent decision.  
**MCAUTO.**  
McDONNELL DOUGLAS



**JB BANK JULIUS BAER**  
Swiss craftsmanship in international investment.



## EUROPEAN NEWS

## Ozal becomes Turkish Premier as Evren approves cabinet list

BY DAVID BARCHARD IN ANKARA

MR TURGUT OZAL became Turkey's forty-sixth Prime Minister yesterday after President Kenan Evren approved a 22-man cabinet list. The President said yesterday that he had delayed appointing the cabinet list for 24 hours because he had a constitutional duty to scrutinise the appointments.

He had approved Mr Ozal's list of names but did not deny reports that at least three of the ministers were second choice names, originally submitted by Mr Ozal as alternatives to his

original preferences.

The cabinet in its present form will be short-lived. Mr Ozal hopes that the 22 ministers will be able to rush through legislation making it possible for him to restructure his cabinet along the lines he wants.

This will involve merging several of the traditional ministries in Turkey and setting up a "kitchen cabinet" of seven ministers of state. These will function inside the prime ministry setting out guidelines on economic policy and other

essential matters.

Mr Ozal has caused some surprise by making his former Finance Minister, Mr Kaya Erdem, Deputy Prime Minister and Minister of State. He it was who took decisions between 1980 and July 1982 which precipitated two finance crashes culminating in Mr Ozal's resignation as Deputy Prime Minister.

Mr Erdem is probably the sole member of Mr Ozal's entourage who is regarded as intellectually weak by the Istanbul business community. Nevertheless, he

will now be handling most long-term economic decisions.

There was general disappointment that Mr Yildirim Akturk, until July head of the State Planning Organisation, has not been included in the Cabinet. Mr Akturk was widely regarded as Mr Ozal's heir apparent. He is thought to have declined a Cabinet post in favour of going into business in Istanbul. His omission severely weakens Mr Ozal's hand.

Mr Husnu Dogan, the head of the Foreign Investment Depart-

ment and a principal Ozal lieutenant, has won a place in the Government but only as Minister of Agriculture. He was vetoed in June as a member of the founders of Mr Ozal's Motherland Party and there were doubts whether he would be allowed to become a minister.

Most of the others come from a variety of government and business backgrounds.

Mr Ozal, however, has turned to the Foreign Ministry to pick his Foreign Minister—Mr Vahit Halefoglu, the outgoing ambas-

sador in Moscow. This choice appears to reflect the prevailing view inside Turkey that foreign policy is too important a subject to be left to anyone except career diplomats. It will relieve those who thought that Mr Ozal might pursue anti-European policies or lean too far toward radical Islamic regimes in the Middle East.

The new Prime Minister has now to prepare a government programme and win a vote of confidence on it in Parliament. Neither of these hurdles looks

particularly difficult to clear. By the end of the month, Mr Ozal should be fully in the saddle.

He is likely to concentrate on stabilising the economy during his first few months in office and there is already speculation that he may unveil a large package of austerity measures early in the new year comparable to his famous "January 24, 1980" reforms. Not everyone is sure, however, that a massive devaluation of the Turkish lira will be as immediately effective as it was then.

## Glomp puts off trip after priest is detained

By Christopher Bobinski in Warsaw

CARDINAL Jozef Glomp, Poland's Roman Catholic Primate, yesterday postponed a two-day trip away from Warsaw following the detention of one of his diocesan priests, Father Jerzy Popieluszko on Monday.

The priest was due to say Mass yesterday evening—the second anniversary of the imposition of martial law—at his church in northern Warsaw where congregations of several thousand attend his monthly masses "for the fatherland."

Mr Jerzy Urban, the government spokesman, said yesterday that a decision was pending on the arrest of the 36-year-old priest. Fr Popieluszko has made no secret in his sermons of his sympathy for the banned Solidarity movement and he has a following among workers at the nearby giant Warsaw steel-works.

A search at the priest's flat on Monday, according to Mr Urban, had revealed "things a priest ought not to have" and this had led to the detention.

Senior churchmen yesterday held talks with government officials in an effort to unravel the case which could bring a sharp deterioration in church-state relations and lead to social tension. Were the authorities to free Fr Popieluszko, they would be likely to expect the church hierarchy to persuade him to tone down his sermons and to adopt a low profile for a while at least.

Meanwhile, the government has adopted a wait-and-see attitude after free elections last week to a workers' self-management council at the Warsaw steelworks which employs 9,500 people.

The first round of elections has brought former Solidarity officials on to the 37-man council which has a say in most important management decisions. A second round of voting this week threatens to leave Communist party members with a mere 10 per cent of the seats.

The election represented a breakthrough for the workforce which views with deep suspicion anything tolerated by the authorities. Some 72 per cent of employees took part.

Bridget Bloom tracks some hints of hope for East-West detente  
Conciliatory stirrings in Nato depths

NATO may be at a turning point. Last week's ministerial meetings in Brussels showed signs of change which suggest that the Western alliance is increasingly concerned at the deterioration in its relations with the Soviet bloc and may now be intending to do something about it.

The organisation, formed nearly 35 years ago and comprising 14 European countries and the U.S. and Canada, moves ponderously. Its deliberations are held behind closed doors, while its communiqués, directed both at its own public and at the Soviet bloc, are often very opaque.

The possible changes were heralded last week by:

● A unique "Declaration of Brussels," signed by all 16 Foreign Ministers and issued separately from the communiqué, which called on the Warsaw Pact to "seize the opportunities we offer for a balanced and constructive relationship and genuine detente." The Ministers offered the Warsaw Pact "a long-term constructive and realistic relationship" and advocated "an open, comprehensive political dialogue as well as co-operation based on mutual advantage."

● A decision to undertake a new and "thorough reappraisal of East-West relations with a view to achieving a more constructive East-West dialogue"—and to report that appraisal to Ministers when they meet in Washington next May.

● A decision by all the Foreign Ministers to go to Stockholm next month, where 35 countries of the alliance and the Warsaw Pact are due to meet in the next phase of the long running

## ACCORD REACHED ON PORTUGAL'S AZORES AIR BASE

THE U.S. and Portugal have exchanged notes providing for a seven-year renewal of their agreement covering the Lajes air base in the Azores, writes Diana Smith in Lisbon. Lajes is of strategic importance as a refuelling stage for U.S. military aircraft, detection of Soviet submarine activity in the Atlantic, and air-sea rescue operations. The notes were signed in Lisbon by Mr George Shultz, the U.S. Secretary of State and Sr Jaime Gama, the Portuguese Foreign Minister.

Washington is hoping to obtain further facilities—possibly a satellite tracking station and use on specific occasions of a base on the Portuguese mainland.

Portugal will receive military aid worth more than \$90m (\$37.5m in grants and \$52.5m in guaranteed loans) this fiscal year. Next

year, it will receive \$105m (\$60m and \$45m). In addition, the country will obtain \$40m in economic support funds in the 1984 fiscal year. These funds are for development programmes in the Azores, whose per capita income is only \$2,300 a year.

Diplomats say Portugal could expect similar levels of Lajes-related aid after 1984, but since the U.S. Congress no longer accepts multiple year aid packages the amounts must be settled yearly.

The U.S. has had access to Lajes—a Portuguese air force base on Teixeira Island—since 1951. In the 1973 Arab-Israeli war, Portugal was the only NATO ally to allow U.S. aircraft to refuel on its soil. The Portuguese asked for more aid in return for renewing the Lajes agreement.

## European security conference.

The Conference on Security and Co-operation in Europe (CSCE)—which has now spawned the Conference on Disarmament in Europe (CDE)—was set up under the Helsinki act of 1975 and has met in Belgrade and in Madrid to discuss confidence building measures, including human rights, between East and West.

● The appointment as Nato's new Secretary General, of Lord Carrington, Britain's former Foreign Secretary—who recently criticised the tendency of the West to conduct its relations with the Soviet Union by "megaphone diplomacy"—to take over from Dr Joseph Luns next June.

## Mounting concern

The background to the new moves centre on mounting concern, in Europe in particular, that the channels of political communication with the Soviet bloc have been gradually closed

following the advent of the Reagan administration in 1980 and exacerbated by events like the Soviet invasion of Afghanistan, military rule in Poland and most recently the Korean jetliner incident.

The breakdown of the Euro-missile talks in Geneva last month, and Moscow's refusal to confirm that it will attend the strategic arms (Start) talks next year have added to public unease about the state of East-West relations.

Key Nato governments, including Britain and West Germany, have long been concerned that the West had become dangerously dependent on arms negotiations as its main channel of communication with Moscow and have been urging a indexing of contracts. Officials note that during the detente period of the early 1970s there were many forums for East-West contact: these were used to the full to provide a fruitful

climate for the achievement of the Salt arms agreements.

But if last week's moves do suggest a new emphasis from Nato it is still too early to tell whether new policies are on the way. Initially much will depend on the U.S., now entering an election year. Last Friday Mr George Shultz, the U.S. Secretary of State, spoke of Nato's "outstanding unity and cohesion" and signed the Brussels Declaration endorsing detente—a concept anathema to early Reaganites.

Even Caspar Weinberger, the U.S. Defence Secretary, agreed to the use of somewhat more temperate language in the Defence Ministers' communiqué earlier in the week, though much of the tougher rhetoric also remained.

"One swallow does not make a summer—nor a breath of fresh air bring a sea change," noted one European official, adding that the uncertainties

of a U.S. election campaign could undermine any small progress so far made.

There is even more uncertainty about the Soviet reaction. Western arms control officials believe Moscow will stay out of major arms talks with the U.S. for several months, both to maximise discomfort in the West and to win time to reassess its own future strategy. To this end it may fail to agree today to a date for the resumption of MBFR talks on reducing troops in Europe.

## Only assume

Moscow has almost certainly not decided how it will play the U.S. election, but such is the shorter term uncertainty within Nato that Mr Shultz could say at his Press conference that he could only assume his Soviet counterpart, Mr Andrei Gromyko, would also be in Stockholm next month.

Nor are the Nato allies quite as confident privately of their

new-found unity and cohesion. Last week's communiqués verged on the mastery smoothing over real differences—whether on the U.S. drive to get Europe to accept new high technology weapons on the imbalance in defence trade between Europe and the U.S., on the failure of Europe to increase defence spending at levels the U.S. thinks appropriate, or on measures which Europe might take to compensate for likely U.S. decisions to dedicate more forces to non-Nato operations.

"We achieved a fairly effective anchoring operation before we sailed into the squalls of the coming year—no more, no less," said the official who did not accept that Nato was on the verge of a sea change. On the other hand, one Nato strategist noted that all the alliance's changes of direction in the past had been barely discernible at first. "We need at least five years before we can be sure," he said, not entirely facetiously.



Mr Shultz (right) in Bonn last week with Herr Genscher, West Germany's Foreign Minister.

## Netherlands orders eight frigates

By Walter Ellis in Amsterdam

THE DUTCH Government is to order eight M-type frigates, worth Fl 2,84bn (£643m) from the Vlissingen shipyard, De Schelde. The new warships will replace ageing frigates of the Wolf and Van Speijke classes and should be in service by 1993.

Dutch-built naval vessels have a high reputation, and the latest M-type is well thought of by the Netherlands' Nato allies.

Last month, the Dutch Defence Ministry announced it would go ahead with the purchase of an extra 54 General Dynamics F-16 fighter aircraft for the Dutch air force.

The centre-right Government of Mr Ruud Lubbers clearly remains committed to the build-up of the armed forces agreed some years ago with Nato, in spite of constraints on public spending that have affected most departments.

The Government is to increase real spending on defence by 2 per cent a year between 1984 and 1987 and there is a provisional undertaking to boost this rate to 3 per cent annually until 1994.

The big defence question that remains unresolved is that of the deployment of 48 U.S. cruise missiles in the Netherlands. The weapons are supposed to be on-site by 1986. But although a location has been chosen and initial preparations are to be made, a final decision on the arrival of the missiles themselves remains to be taken.

## The expertise of leadership keeps the bond business in good shape.

The success of a bond issue does not depend on precision and expertise alone.

Creativity and a gift for innovation are decisive factors, without them there would be no new impulses for this market and our clients.

That's why many prime borrowers repeatedly take advantage of our expert advice and our worldwide placing power. Investors know they can have confidence in the new issue securities we offer. They also know that the maintenance of workable secondary markets is one of our major priorities. No matter how market conditions develop, you can count on us.

Put us to the test.

Deutsche Bank  
A century of universal banking

Central Office: Frankfurt am Main/Düsseldorf. New Issue Department Frankfurt (611) 2144474. Bond placement and bond dealing: Frankfurt (611) 2144391 or 2144411, Düsseldorf (211) 8832531 or 8832565, Mannheim (621) 199431-439, London (1) 2834800, New York, Atlantic Capital Corporation (212) 3635600, Hong Kong, DB Finance (5) 255203.





## AMERICAN NEWS

## Argentina announces price controls

By Jimmy Burns in Buenos Aires

ARGENTINA'S new civilian government has announced sweeping price controls in its first major initiative to reduce the country's 400 per cent inflation to two-digit figures by the end of 1984.

The controls, in force from today for an initial period of 40 days, will cover consumer prices in the family "shopping basket" of essential foodstuffs, medicines and wholesale prices on goods produced by some 400 leading companies.

The Government has also asked retailers to limit their mark-ups to no more than 60 per cent above the factory price on consumer goods. Producers who have put up their prices by more than 100 per cent in the last six months will have to justify the rises in writing to the Trade Secretariat.

Prices could be lowered if the increases since June are found by the Government to be unjustified in terms of individual companies' overall costs. In recent weeks, prices have increased by as much as 200 per cent on some items, because of the general uncertainty surrounding the elections and the expectation that the new civilian government would announce major salary increases, thus boosting consumption.

Local business analysts predicted that, given the popularity of the new regime, the new set of price controls had a better chance of being honoured than in the past, when a combination of a complex marketing system and negative political expectations had created a major black market.

However, the government is convinced that its anti-inflation drive will work only if its measures are applied in the context of a social contract with both sides of industry.

A forthcoming reform of the banking system will include a lowering of interest rates and the creation of selective credit lines for job-creation and regional and export-oriented projects.

The future relationship of the trade unions, however, may prove more problematic. Government officials admit privately that dialogue with the General Confederation of Labour is proving difficult, given the major divisions which have developed inside the Peronist-led main trade union organisation.

## Jamaica's non-election: Why the winner may lose in the long term

BY CANUTE JAMES IN KINGSTON

WHEN Mr Edward Seaga, Jamaica's Prime Minister, said during the country's election campaign that he wanted "no Cubans for Christmas," it was in the full knowledge that the promise of the Opposition party to renew links with Havana had no chance of being kept.

For Mr Michael Manley, the Opposition leader, has refused to contest the election, handing Mr Seaga a second five year term. Only six of the 60 constituencies will be contested during tomorrow's poll, where several small parties have put up candidates to stand against Mr Seaga's Jamaica Labour Party.

Mr Seaga called the election two years before it was due because he said he needed a new mandate to make further agreements with the International Monetary Fund to prop up Jamaica's ailing economy, and to give foreign investors the prospect of further years of stable government.

His timing allows him to make capital an increase in popular support following Jamaica's participation in the October invasion of Grenada led by U.S. troops. Although Mr Seaga has said that Mr Manley's People's National Party would turn Jamaica into "another Grenada" if elected, public opinion polls suggest that the PNP would cut into Mr Seaga's representation significantly if it were to contest the election. In the old parliament the JLP had 51 of the 60 seats.

Mr Manley is boycotting the election in protest at the violation of an agreement that elections would not be held until a programme of electoral reform agreed between the parties and a revised voters list ready. The new system will be completed by February.

Under the old list over 150,000 potential voters are being disenfranchised, Mr Manley says, and Mr Seaga does not dispute his claim.

Mr Manley has vowed to continue opposing the Government from outside parliament while pressing for an election as soon as the reformed system is ready. Mr Seaga is hardly likely to bow to pressure from Mr Manley, however, who now seems destined to spend several years in the political wilderness.

Mr Seaga will anyway have his hands full dealing with the continued deterioration in the Jamaican economy. Although the election was called partly in response to a demand from the PNP for Mr Seaga to give



up the finance portfolio, its timing was influenced more by the need to secure another term before the effects are felt of last month's 43 per cent devaluation of the Jamaican dollar.

The devaluation paved the way for Jamaica to get standby credits of \$180m from the IMF and followed a year of failure to meet performance criteria agreed with the Fund. The last failure in September scuttled a previous pact for an extended fund facility of \$650m.

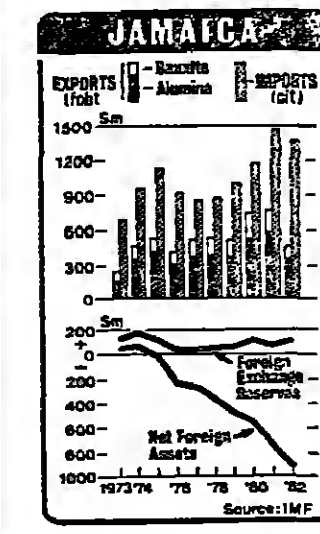
The Prime Minister has yet to announce the extent of price rises in sensitive areas such as food, petrol and fuel following the devaluation and the outlook is bleak in almost all areas of the economy.

International bankers are reluctant to lend to Jamaica and a request for \$50m was refused early this year. In May European banks rejected a request for \$150m.

Mr Seaga has asked several creditor banks to roll over payments on debt of about \$160m, due over the next 18 months. Following the IMF agreement, the banks are expected to give a favourable response.

Jamaica's deficit on the current account of the balance of payments reached \$150m in March and the falling demand for bauxite, the island's main export, signals little hope of any improvement. Export earnings from bauxite fell \$200m last year and are likely to fall \$120m this year.

Exports of sugar and bananas have fallen victim to low production and low prices. Tourism, the second largest hard currency earner, has improved significantly, with earnings this year anticipated



at about \$350m. Mr Seaga's anti-Communist stand has pleased Washington, bringing an increase in official U.S. aid expected to reach about \$150m this year. According to U.S. officials, this makes Jamaica the second highest per capita recipient of direct U.S. aid, after Israel, but it has been a drop in the bucket overall.

After he came to office three years ago, Mr Seaga scoured the U.S. for investors. Although aided by a committee appointed by President Ronald Reagan to encourage investment in Jamaica, results have been only moderate, mainly small projects with average capital outlay of about \$50,000.

About 1,600 workers have been sacked in the bauxite industry over the past two years and unemployment is officially put at 27 per cent a figure which business leaders describe as conservative. The unemployment rate this year is running at 25.5 per cent after being held to below 7 per cent last year, but price increases after the devaluation will push it up significantly.

Mr Manley will not be short of issues on which to attack Mr Seaga from outside parliament. This may, to some extent, discourage Mr Seaga's de facto one party assembly from being tempted into legislative excesses. But the greater risk is that Mr Manley's efforts to force another election next year could raise his supporters' expectations.

If these are frustrated and if social pressures caused by further austerity become too strong, the violence in Jamaica's highly tribalised politics could come to the surface again.

sequent mob violence against U.S. embassies later in the decade. They believe that many of the new terrorists may have been trained in Iran.

Fears of possible attacks in the U.S. have prompted massive new security precautions surrounding President Ronald Reagan and government buildings in Washington. Some officials are now concerned about the potential vulnerability of new summer's 1984 Olympic games in Los Angeles, the Republican national convention in Dallas and the Democratic convention in San Francisco.

economic and social development in the area. Democrats on the commission were reported to be urging that new U.S. aid to El Salvador should be contingent on an end to the death squads, while Mr Kissinger, among others, argued that the country was of such vital interest to the U.S. that aid should be unconditional.

to make her decide against calling an early general election. Other events influencing her to wait are steeply rising prices and an emotive Hindu row over the use of beef tallow in cooking oil: both have hit her Government's popularity. She is being strongly advised to wait until next October, or later by several top ministers and, it is believed, by her son, Rajiv, who is secretary of the Congress party.

When the election eventually comes, the balance of power between Mrs Gandhi and senior opposition figures could be crucial to the overall result. Her position in the South of India has slumped since the last election, a factor which has been partially responsible for her keen interest in the problems of Tamils in Sri Lanka.

The Tamils are closely linked with the Southern Indian state of Tamil Nadu, where she has developed an understanding with the Chief Minister Mr M. G. Ramachandran, another ex-actor who was elected on a regional opposition ticket. In the state of Karnataka, adjacent to Andhra, she is

Mrs Gandhi is banking on the decline of the individual and collective power of Mr Rama Rao and other opposition leaders during the coming year, a calculation which is likely

## Chile to announce five-year plan soon

By Mary Helen Spooner in Santiago

CHILE'S Finance Ministry plans to announce a package of economic measures within the next few days. The announcement will include a five-year plan for the economy, currently under study by officials of General Augusto Pinochet's military regime, and possibly a further devaluation of the Chilean peso.

The Finance Minister, Sr Carlos Caceres, has declined to divulge any details of the new measures, but rumours of an impending devaluation have been circulating in the capital for weeks.

At present, Chile maintains a three-tiered exchange rate, with the central bank using a 72-peso "preferential dollar" for the repayment of dollar-denominated loans; an official rate offered by banks and exchange houses currently at about 87 pesos to the dollar; and a legal "parallel market rate" in which dollars may be sold and purchased freely.

This parallel market rate, which had been running about 20 pesos higher than the official rate, has recently undergone a dramatic rise up to as much as 105 pesos to the dollar as speculation continued of a sharp devaluation in the official exchange rate.

The International Monetary Fund, with which Chile signed a standby accord early this year, is believed to be pushing for a unified exchange rate. Chile has declared a moratorium on repayment of \$3.6bn in foreign debt due this year and in 1984 while it seeks to reschedule these obligations.

According to estimates by private economists, Chile will need to borrow an additional \$1.5bn next year in order to relaunch its economy, which contracted by 7 per cent during the first half of this year, after a 13 per cent drop in GDP last year.

Four bombs exploded and two people were killed yesterday in the course of a day of "national indignation" called by left-wing opposition groups to protest against new mining legislation introduced by Chile's military government. AP reports from Santiago.

## Bank regulatory proposals face difficulties

By Our Washington Staff

WHITE HOUSE plans to strip the Federal Reserve of its bank supervision powers in a restructuring of the complex U.S. bank regulatory system appear to be foundering.

Last month, a meeting of vice-president George Bush's task force on bank supervision was abruptly cancelled. Officials confirm that the timetable for pushing through the proposals has slipped.

Federal Reserve Board Chairman Mr Paul Volcker has made it clear that he firmly opposes the re-distribution of the Fed's supervisory authority to other agencies, arguing that the Fed's intimate knowledge of the banking system which it gains through its participation in bank supervision is a vital element of its monetary policy role.

It appears that the U.S. Treasury is also reviving second thoughts, not so much because of any basic disagreement with the need to streamline bank supervision, but because it does not consider the White House's proposals so far-reaching as the scheme that reduces and consolidates the overlapping layers of bank supervision effectively.

being accused of using rougher tactics, trying to undermine a fragile regime and put Congress back in power.

Mr Rama Rao refuses openly to condemn Mrs Gandhi for this. As the leader of a regional party, he believes that states should bare their own parties, which would then work together across the country. Mrs Gandhi, whose power is centrally based, finds such ideas difficult to accept.

But unlike many other opposition Chief Ministers, Mr Rama Rao seems to want to stress links with Mrs Gandhi. A photograph of them together hangs prominently in his home—the only other picture is of Mahatma Gandhi, the independence leader.

Mr Rama Rao is friendly with Mrs Gandhi. We do not want a confrontation with her. She is our Prime Minister and I must honour her always," he says, gathering his orange shawl and dhoot around him.

On whether, after his first year of regional political power, he has ambitions to be Prime Minister of India himself, he refuses to be drawn.

## Indian oil production 'will meet 70% of demand next year'

BY JOHN ELLIOTT IN NEW DELHI

INDIA IS expected to attain 70 per cent oil self-sufficiency during the financial year starting next March, when a big increase in domestic production is being forecast by the Ministry of Petroleum.

Domestic production in 1984-1985 is projected by the Ministry to rise to 29.5m tonnes from 26.4m tonnes this year, according to a statement in the Delhi Parliament yesterday. This is a bigger increase than expected and means that the country will reach the 70 per cent self-sufficiency mark earlier than envisaged against 80 per cent currently.

Both the Ministry and the Oil and Natural Gas Commission are aiming for full self-sufficiency in oil by the end of the decade. But this is regarded as unrealistic by many observers, partly because the country's demand for oil is soaring, as industrialisation increases, and partly because of limitations in the amount of capital investment which the Government can make available.

The improved output is economically significant because of its impact on balance of payments. Oil imports fell from

17m tonnes last year to 15.7m tonnes this year. The import bill, including oil products, has dropped from \$4.4bn to \$3.6bn.

But the economy is being hit at the same time in the energy sector by major problems in electricity generation. Many parts of the country suffer major power shortages and the Government announced yesterday that the country's overall power generation would only reach 142.5bn units, instead of a targeted 146bn in the current year, leaving a shortfall of about 3.5bn units.

India's main oil fields in production are the Bombay High off the west coast, and onshore fields in Gujarat and Assam. Bombay High produced 12.5m tonnes in 1982 and is expected to approach 20m within two or three years.

Fields in the other major offshore field of the Godavari Basin off the east coast have not been significant as had been hoped, although both oil and gas were found last week in a new well 25 km from the Andhra Pradesh coast. The Government is also optimistic about making significant finds in the Rajasthan desert.

## Manila seeks support from U.S. bankers

BY CHRIS SHERWELL IN MANILA

A PHILIPPINE Government Minister yesterday appealed strongly to U.S. bankers and businessmen for assistance and support as he detailed progress in negotiations to contain the country's \$25bn (£17.6bn) debt crisis.

Mr Roberto Ongpin, Trade and Industry Minister, was speaking to a closed meeting of the American Chamber of Commerce in Manila.

"The Philippines is still a hospitable investment area," Mr Ongpin said. "We expect assistance from those doing business with this country. There is a need for investors to take the longer view, to look beyond the present difficulties and lend support."

Of the proposed \$3.9bn lending programme under negotiation, Mr Ongpin said: "Discussions with the International Monetary Fund on an SDR (Special Drawing Rights) facility will resume on January 4 following the gathering of additional statistical data by the IMF. The data related to the

composition of the country's reserve and a detailed breakdown of the assets and liabilities of the Philippine National Bank, a local bank with foreign branches which have borrowed abroad on an unknown large scale.

The country's 350 commercial bank creditors, who are being asked to put up \$1.65bn in fresh funds as well as to reschedule medium-term debt and roll over trade credits can expect a teleconference giving the details shortly thereafter.

Discussions on another \$1.6bn package with the U.S. Japan and multilateral donors such as the World Bank and the Asian Development Bank are progressing, according to Mr Ongpin. He said the second tranche of a World Bank structural adjustment loan was released last week, and he hopes for another \$200m from the bank's export development fund. Other import financing amounting to \$250m could come from conversion of textile loans and agricultural input loans.

such an assurance and described the issue as a storm in a teacup, largely created by the Press. He believes the Americans concern was sparked by newspaper reports that the Defence Minister, Mr Gordon Scholes, had banned the aircraft carrier from the drydock after Britain had refused to confirm or deny that it was carrying nuclear weapons.

## Australia attempts to defuse ship row

BY COLIN CHAPMAN IN SYDNEY

AUSTRALIA'S Foreign Minister, Mr Bill Hayden, moved yesterday to defuse a row brewing between the Reagan Administration and the Hawke Government, following widely circulated reports that EDS (Invincible), now in Sydney, had been denied drydock facilities because it might be carrying nuclear weapons.

Mr Hayden disclosed that he had phoned Mr George Shultz, the U.S. Secretary of State, in Madrid and told him that no request had been made by the British Government for drydock facilities to repair the Invincible.

Mr Hayden said that he had made the phone call because he saw "a bead of steam building up" following a visit by a senior U.S. diplomat to the permanent head of the Foreign Affairs Department, Mr Peter Henderson, at the weekend, seeking an assurance that Australia stood by its commitment under the ANZUS Treaty. Mr Hayden says he had given

such an assurance and described the issue as a storm in a teacup, largely created by the Press. He believes the Americans concern was sparked by newspaper reports that the Defence Minister, Mr Gordon Scholes, had banned the aircraft carrier from the drydock after Britain had refused to confirm or deny that it was carrying nuclear weapons.

Mr Scholes, however, did seek such an assurance, leading to the British High Commissioner in Canberra, Sir John Mason, to remind the Minister that nuclear weapon countries have a standard policy of not identifying which ships carry nuclear weapons. As a result, the Invincible, which cut short a trip to New Zealand to have the work done, has now to find another dockyard. It cannot do so until after Christmas, because of family reunions already planned between members of the crew and relatives and friends who have flown out from England.

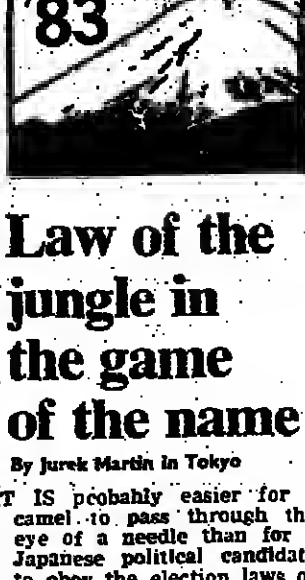
Not a bit of it. All that is allowed is individual political candidates, performing in what can only be described as a police line-up format. The unhappy candidate is plucked down behind a desk in an undressed studio; name and party affiliation plainly displayed on a large card in front of him, and given five minutes to deliver.

The results can be highly diverting as the candidate, inept in the medium, rushes through the speech, eyes revolving frantically between written text and auto-cut. When he has finished, he bows solemnly, without getting up and is immediately replaced by the next in line.

For the candidate the whole point of the two-week-long, close, confined battle and outside the law, is to get his name across. This is because when the Japanese election is alone in the voting booth, he or she is confronted with a bare panel which has neither a candidate's name, nor a party printed on it. The voter must fill in the name in the blank space.

This explains why the most intrusive and ubiquitous feature of the Japanese election campaign is the mobile sound truck which, from seven in the morning until eight at night, cruises the streets blaring out at mega-decibel levels the candidate's name. Mind you, if they started even 30 seconds before seven they would be breaking the law.

## Japanese Election '83



## Law of the jungle in the game of the name

By Jurek Martin in Tokyo

IT IS probably easier for a camel to pass through the eye of a needle than for a Japanese political candidate to obey the election laws of the land. It is often said that the reason why most politicians hire campaign managers is not to manage campaigns, but so that they are charged with breaking the law once the election is over, rather than the politicians.

Most of the laws especially those relating to putting up posters before campaigning officially starts are widely regarded. Nowhere is this more true than in the election finance rules, which, on paper are the toughest regulations of all.

There are, for example, ceilings on institutional political contributions (a corporation capitalised at more than ¥100m (\$33,000) may not give more than ¥100m to a party and ¥50m to a political faction or individual, for the Japanese equivalent of the CBI).

One favourite way round the rules is the political hot stocks game. This works quite simply: a politician (or his nominee) will be "advised" by a wealthy benefactor to buy such and such a share, at a low price, since Japanese equity markets have no jobbers, the price is what the buyers and sellers agree it is.

It thus becomes easy to force the price sharply, which in turn attracts general public interest, and, at an appropriate moment, the politician is "advised" to sell; there will, by this time, of course, be no lack of buyers, and his campaign treasury is substantially larger.

The Japanese financial community has a pretty good idea what the political hot stocks are; most are small companies whose share price is easy to move. Many are traded only on regional stock exchanges like Hiroshima, and many of them are in construction. Mr Kakuei Tanaka, the politician convicted of bribery in the Lockheed scandal, was a member of the Tanaka faction's hot stocks appear to be mostly in construction companies.

But the trick for the general investor, though not for those in the know, is to detect which company is being used at a given time for political fund-raising purposes.

The one area in which it is difficult, if not impossible, to dodge the laws is in the political television advertising. One might have expected to see, say, Prime Minister Nakasone striding purposefully through a sylvan glade ablaze with autumnal colours, with perhaps a snow-capped Mt Fuji towering in the background, or, from the opposition, perhaps an animated cartoon, depicting Mr Tanaka being showered with ¥10,000 notes from a passing Lockheed jet.

Not a bit of it. All that is allowed is individual political candidates, performing in what can only be described as a police line-up format. The unhappy candidate is plucked down behind a desk in an undressed studio; name and party affiliation plainly displayed on a large card in front of him, and given five minutes to deliver.

The results can be highly diverting as the candidate, inept in the medium, rushes through the speech, eyes revolving frantically between written text and auto-cut. When he has finished, he bows solemnly, without getting up and is immediately replaced by the next in line.

For the candidate the whole point of the two-week-long, close, confined battle and outside the law, is to get his name across. This is because when the Japanese election is alone in the voting booth, he or she is confronted with a bare panel which has neither a candidate's name, nor a party printed on it. The voter must fill in the name in the blank space.

This explains why the most intrusive and ubiquitous feature of the Japanese election campaign is the mobile sound truck which, from seven in the morning until eight at night, cruises the streets blaring out at mega-decibel levels the candidate's name. Mind you, if they started even 30 seconds before seven they would be breaking the law.

Not a bit of it. All that is allowed is individual political candidates, performing in what can only be described as a police line-up format. The unhappy candidate is plucked down behind a desk in an undressed studio; name and party affiliation plainly displayed on a large card in front of him, and given five minutes to deliver.

The results can be highly diverting as the candidate, inept in the medium, rushes through the speech, eyes revolving frantically between written text and auto-cut. When he has finished, he bows solemnly, without getting up and is immediately replaced by the next in line.

## U.S. fears new type of fanatical terrorism

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

REAGAN Administration officials are deeply concerned that a new strain of fanatical suicide terrorism is spreading throughout the Middle East, with the U.S. as its primary target.

They confess that, while some steps can be taken to improve security, there are as yet no known fully effective counter-measures—particularly as U.S. embassies and government installations cannot be turned into "armed fortresses."

Many in the Administration suspect that the recent suicide attacks in Kuwait and Lebanon

have been co-ordinated by Moslem groups—probably under the guidance of Iran—but they say that they have no hard evidence. The U.S. has had virtually no intelligence sources inside Iran since the fall of the Shah.

Mr George Shultz, the State Secretary, without specifically naming Iran, has said that the suicide missions have behind them "organised and systematic government efforts to achieve some objective." Washington officials believe that if government resources are supporting the attacks they will be even more difficult to deal with.

U.S. Government specialists believe that Syria and Libya may also be involved, and that the motivations of the terrorists' backers may vary widely. Among the objectives are thought to be ridding Lebanon of western influence by creating a feeling of helplessness and frustration in western public opinion and exporting Islamic revolution to the Gulf by provoking the authorities of countries such as Kuwait into repressive policies.

Specialists say that the suicide attacks represent a new phase, taking over the hostage-taking in the early 1970s and the sub-

sequent mob violence against U.S. embassies later in the decade. They believe that many of the new terrorists may have been trained in Iran.

Fears of possible attacks in the U.S. have prompted massive new security precautions surrounding President Ronald Reagan and government buildings in Washington. Some officials are now concerned about the potential vulnerability of new summer's 1984 Olympic games in Los Angeles, the Republican national convention in Dallas and the Democratic convention in San Francisco.

## Conflict erupts on Kissinger commission

BY OUR U.S. EDITOR IN WASHINGTON

PRESIDENT Ronald Reagan's special Kissinger commission on Central America is running into increasing controversy—with a month still to go before its final report is published.

As Mr Henry Kissinger, the commission's chairman, began an information-gathering trip to Mexico and Venezuela yesterday, a clash was reported to

have erupted between the commission's Republican and Democratic members over how far future aid to the U.S.-backed Government of El Salvador should be conditional on an end to the activities of right-wing death squads.

The commission is expected to recommend a massive package of U.S. economic and military aid to reduce social ten-

sions in the area and boost the central American economies. Some commission officials have suggested that the package could total several billion dollars over five to 10 years.

In appointing the commission earlier this year, Mr Reagan hoped that it would defuse opposition to his current policy by producing a unanimous recommendation for longer-term

economic and social development in the area. Democrats on the commission were reported to be urging that new U.S. aid to El Salvador should be contingent on an end to the death squads, while Mr Kissinger, among others, argued that the country was of such vital interest to the U.S. that aid should be unconditional.

to make her decide against calling an early general election. Other events influencing her to wait are steeply rising prices and an emotive Hindu row over the use of beef tallow in cooking oil: both have hit her Government's popularity. She is being strongly advised to wait until next October, or later by several top ministers and, it is believed, by her son, Rajiv, who is secretary of the Congress party.

When the election eventually comes, the balance of power between Mrs Gandhi and senior opposition figures could be crucial to the overall result. Her position in the South of India has slumped since the last election, a factor which has been partially responsible for her keen interest in the problems of Tamils in Sri Lanka.

The Tamils are closely linked with the Southern Indian state of Tamil Nadu, where she has developed an understanding with the Chief Minister Mr M. G. Ramachandran, another ex-actor who was elected on a regional opposition ticket. In the state of Karnataka, adjacent to Andhra, she is

Mrs Gandhi is banking on the decline of the individual and collective power of Mr Rama Rao and other opposition leaders during the coming year, a calculation which is likely

being accused of using rougher tactics, trying to undermine a fragile regime and put Congress back in power.

Mr Rama Rao refuses openly to condemn Mrs Gandhi for this. As the leader of a regional party, he believes that states should bare their own parties, which would then work together across the country. Mrs Gandhi, whose power is centrally based, finds such ideas difficult to accept.

But unlike many other opposition Chief Ministers, Mr Rama Rao seems to want to stress links with Mrs Gandhi. A photograph of them together hangs prominently in his home—the only other picture is of Mahatma Gandhi, the independence leader.

Mr Rama Rao is friendly with Mrs Gandhi. We do not want a confrontation with her. She is our Prime Minister and I must honour her always," he says, gathering his orange shawl and dhoot around him.

On whether, after his first year of regional political power, he has ambitions to be Prime Minister of India himself, he refuses to be drawn.

## Indian politician is a hard act to follow

BY JOHN ELLIOTT IN NEW DELHI



M. G. Ramachandran, playing a cinematic double role as two firmthets

A FORMER FILM STAR, who emerged early this year as a major figure on India's political scene, removed the single carrying he was wearing a few days before Queen Elizabeth's visit to his city of Hyderabad.

Mr N. T. Rama Rao had started to wear the carrying earlier this year, after donning the saffron robes of a holy man and putting a white mark on his forehead to show that he had renounced the world. He said he planned to devote himself to higher things, close to the gods of Rama, Shiva and Krishna, who he portrayed in his films. "I have become more service minded," more like a sage who must dedicate his services to the people," he said.

Mr Rama Rao, aged 60 was hailed as a possible Ronald Reagan of India when he emerged last January from his money-spinning private film studios to become Chief Minister of Andhra Pradesh, the south-western Indian state. The victory was a major defeat for Mrs Indira Gandhi's Congress I party, which had

ruled the state for more than 30 years.

His party, Teluga Desam, which was established only nine months before the election, is primarily regional but soon after Mr Rama Rao took over as Chief Minister he helped to set up a grouping of anti-Congress I Chief Ministers from Southern states which was widely regarded as a threat to rule from New Delhi.

Mr Rama Rao has turned his regional ministers' grouping into one of the foundations of a national conclave of opposition parties, but has yet to emerge as a national challenger to Mrs Gandhi. Policy failures and corruption allegations have rumpled his image in urban areas outside the state and there is now a faint possibility of some sort of joint understanding as Mrs Gandhi sorts out her friends and enemies ahead of the next general election.

Mrs Gandhi is banking on the decline of the individual and collective power of Mr Rama Rao and other opposition leaders during the coming year, a calculation which is likely

being accused of using rougher tactics, trying to undermine a fragile regime and put Congress back in power.

Mr Rama Rao refuses openly to condemn Mrs Gandhi for this. As the leader of a regional party, he believes that states should bare their own parties, which would then work together across the country. Mrs Gandhi, whose power is centrally based



## WORLD TRADE NEWS

## Export tax credit plan likely to spark row in U.S. Congress

BY NANCY DUNNE IN WASHINGTON

TRUBLE is brewing in the House of Representatives for the Administration's proposed "Foreign Sales Corporation" export tax credit plan, designed to replace the controversial Domestic International Sales Corporation (DISC) programme.

The Administration proposed the scheme in March to pacify its major trading partners, particularly the EEC which complained that the DISC programme violated GATT rules limiting Government export subsidies. DISCs are export selling divisions of domestic U.S. companies which are able to take a tax break on the basis of their export performance.

Under the Administration's substitute proposal, U.S. companies would set up foreign corporations to handle export transactions, and the earnings from such sales would be allocated between the parent company and the foreign subsidiary on an "arms length" basis. The subsidiaries could then get special U.S. tax advantages.

Both schemes have drawn the ire of Mr. Pete Stark, chairman of the House of Representatives

select revenue measures subcommittee, which is likely to be assigned consideration of foreign sales corporations when the legislation moves in the House next year.

Mr Stark last week released a study of DISCs, conducted by the Congressional research service, which concluded that Treasury reports have estimated only the initial transitory effect of DISCs and overstated their impact on exports.

"Any tax programme this inconclusive and fuzzy should be terminated," Mr Stark said. "The GATT has declared our DISC programme illegal. We should scrap the turkey and use the money we save to reduce the nation's deficits."

Mr Stark favours scrapping the programme and probably will oppose its substitute as well, aides say.

While the new programme has significant support in the Senate, it must move through the Senate Finance Committee, where the Chairman, Mr. Bob Dole, is disturbed about EEC proposals which could limit U.S. farm exports to Europe.

## Egypt lifts ban on 'luxury' goods to limit inflation

BY CHARLES RICHARDS IN CAIRO

EGYPT is to resume the import of eggs and bananas in an effort to limit inflation in a shift in policy.

Imports of these and other "luxury" goods were restricted or banned last year to reduce Egypt's trade deficit and encourage local production and, as a political measure, to reduce the conspicuous consumption that was a characteristic of the Sadat era.

Local production proved incapable of meeting demand and prices have become higher than imports. Fighting inflation, especially in the lead up to the general elections in April, appears to be the prime consideration of the government. Inflation is officially set at between 13-15 per cent, but for middle class families it is over 30 per cent.

Egypt which imports over half its food is committed to trying to achieve self-sufficiency

in food production through using better plant strains, greater mechanisation and paying higher prices to farmers.

The decision to import these food items represents a victory for those in Government who believe that controlling rising prices to fend off social discontent is more important than making the structural changes needed to achieve self-sufficiency.

At a meeting last week of senior members of the National Democratic Party the Minister of Agriculture said Egyptian consumers could save ££750m (£625m) a year if it imported all its red meat and eggs, although many experts feel such savings are impossible to quantify.

Officials say that bananas from Somalia will be sold at 75 piasters a kilo (about 60 pence) as opposed to up to 140 piasters for local bananas, the current street price.

Lorne Barling explains why some companies' overseas sales efforts are flagging  
W. Midlands finds small profit in exporting

MANUFACTURING companies in the West Midlands, which make a vital contribution to Britain's visible exports, are increasingly concerned at their recent failure to increase the real value of their sales abroad.

According to the Confederation of British Industry, low volume and small margins on export contracts, which have often been won at considerable cost to the companies concerned, are now a major problem for some of them.

This applied particularly to European markets, where local competition had forced British companies to offer low prices, while the strength of sterling against key currencies had eroded profits.

Dr Kevin Hawkins, regional director of the CBI, said that despite productivity increases in the West Midlands, and some improvement in the UK's competitive position, exporters were still not as competitive as they were in the mid-1970s. The most recent gain in the UK's share of world trade was in 1977, he said.

"Overall, exports have been very flat for the past few months, mainly because of slow growth in EEC countries and the strength of sterling. But there is some optimism that this position will improve in the New Year," he said.



Exports to the U.S. had risen considerably this year as a result of its economic recovery and a favourable currency ratio, particularly assisting consumer goods manufacturers such as the tableware industry at Stoke-on-Trent.

In Europe we have neither of these factors to help us, but there is reason to believe that demand will improve next year, and that sterling will fall in value against the Deutsche Mark and the French franc," he added.

Despite the problems, Dr Hawkins did not believe that many exporters in the Midlands would pull out of foreign markets and concentrate their activities on the slightly improved home demand, mainly because domestic volume in many sectors was too low to sus-

tain their activities. "Companies like Lucas and GKN have invested heavily abroad and I believe there will be an upsurge of outward investment from the UK as retained profits rise and companies look for new opportunities," he said.

Mr Brian Varley, regional director of the British Overseas Trade Board, said that the motor components industry's exports had suffered severely in recent years due to changes in structure of the motor industry with increased imports from high volume producers abroad.

"An increasing number of component companies are not investing abroad because of lack of volume in the UK," he said, adding that engineering companies in general had suffered badly in foreign markets with little sign of improvement.

"They are at a 10 to 20 per cent price disadvantage when competing in Europe, partly as a result of currencies, but also value of higher interest rates in Britain," he said.

Nevertheless many leading exporters in the West Midlands believe that next year's trade performance in EEC countries will be crucial, since Europe's domestic output will be increasing and more work will be available. "The big question is whether we can compete when there is so much spare capacity

available to the countries concerned," Mr Varley said.

He believed that many British companies were still too slow in taking up a challenge of this kind. Europe was increasingly important in view of the problems being experienced in many of the UK's traditional Third World markets.

"A lot of our previously good markets are virtually shut down due to lack of cover by the Export Credits Guarantee Department. Land Rover, for example, has suffered severely for this reason," he said.

It is increasingly recognised, however, that recession in Europe has led to a rise in the number of non-tariff barriers being imposed, usually under the guise of border procedures and documentation.

Mr Arthur Jackson, head of the overseas department at the Birmingham Chamber of Commerce, said that almost all these procedures were totally illegal and should be resisted at the highest level.

Overall, he believed that the low margins on exports were now discouraging overseas sales efforts by some companies, which could no longer justify the high cost of foreign travel and other essential expenses.

Partly as a result of this, Britain's market penetration in

European countries was not increasing as fast as intra-European trade generally. Italy, for example, was a growing market for France and Germany, but less so for Britain.

Mr Jackson believed that the financial structure of export contracts was now increasingly important in a buyers' market, and that companies in the West Midlands ought to do more to make terms more attractive to potential customers.

Similarly, he suggested more companies should make use of foreign currency invoicing as a means of reducing the risk of fluctuations. "A lot more companies are now invoicing in dollars, Deutsche Marks and yen, depending on which part of the world they are trading in," he said.

Export conditions all over the world were now difficult even in previously good markets such as the Middle East, and exporters therefore had to look for new opportunities.

For example, aid-related project contracts were being funded on a very large scale by a number of EEC agencies, but success in this area needed intensive lobbying in Brussels. He believed this was a good starting point for companies seeking to improve their trading position within Europe in the coming year.

## Indonesia receives 110 orders for aircraft

The Indonesian Nurtanio Aircraft Company has received 110 confirmed orders for its new CN-235 passenger airplane for delivery from 1985, its commercial director, Mr Paramayuda, said, according to Renter in Jakarta.

The CN-235, capable of carrying up to 38 passengers, is being developed jointly by Construcciones Aeronauticas de Spain and Nurtanio and was test flown in Spain last week.

Local companies have ordered 86 aircraft and buyers in Spain have ordered 24. Negotiations are going on for the sale of 20 more to Thailand, Mr Paramayuda said.

## Oil rig contract

Hyundai Heavy Industries, part of South Korea's Hyundai Business Group, has won contracts worth \$280m to build offshore oil production platforms for India's Oil and Natural Gas Commission (ONGC), Renter reports from Seoul.

The platforms, capable of processing 100,000 barrels of oil and gas per day, will operate off Bombay on completion by the first half of 1985.

## Assam gas turbine

Mitsubishi Heavy Industries said yesterday it had signed a ¥1.2bn (£35m) contract to supply a gas turbine to Assam State Electricity board in India. AP/DJ reports from Tokyo. The turbine, developed with Westinghouse electric of the U.S., would have a generating capacity of 15,000 kilowatts, officials said.

## French ship purchase

Societe Navale Chargours Delmas-Vieljeux, a leading French shipper, confirmed Monday that it had chosen a Yugoslav company over a competing French shipyard to build four cargo ships. AP/DJ reports from Paris. Rijeka Shipyards have won a tentative agreement to build the ships because the Yugoslav prices were more competitive.

## Baoshan steel deal

A Japanese consortium of steel mills and trading houses has secured a contract to sell 150,000 tonnes of steel products for shipment in the first quarter of 1984 to China's Baoshan steel mill project near Shanghai, Renter reports from Tokyo.

## South Africa wavers over import replacement policy

BY BERNARD SIMON IN JOHANNESBURG

SOUTH AFRICA'S fervour for lowering its dependence on strategic imports claimed another victim last week. Barlow Rand, the country's largest industrial conglomerate, announced that it has closed the assembly plant near Cape Town for Oshkosh Heavy Trucks, manufactured under licence from Oshkosh of the U.S.

The factory, which has produced 2,000 vehicles in the past 15 years, was shut because Oshkosh refused to replace imported caterpillar engines traditionally mounted in its vehicles with local diesel engines produced for the past two years by a state-owned company at Atlantis, north of Cape Town.

The Oshkosh decision coincides with growing doubts in government (and some private sector) circles about the wisdom of the aggressive encouragement of import replacement which has characterised South Africa's

trade policy for the past two decades.

Within 24 hours of the Oshkosh announcement, Dr Dawie de Villiers, the Minister of Industries and Trade, said that Pretoria was preparing to dismantle import controls on textiles in favour of more selective customs tariffs. In the past few weeks, the Government has also abolished import controls on fertiliser and cement.

The softening of official policy towards imports is a relief to distributors of imported products and manufacturers which have complained bitterly in the past about having to buy raw materials from over-protected local industries.

Mr Michael Getz, president of the National Clothing Federation, said he hoped the decision to phase out controls on textile imports will make South African producers more competitive. "South Africa has

landed up with the most expensive raw materials for clothing in the world," he said.

On the other hand, signs that the Government's commitment to self-sufficiency is wavering has angered many industrialists who have been encouraged during the past 20 years to set up plants to replace imports.

Among these are the Sasol oil-from-coal plants, the Atlantis diesel engine factory and a synthetic rubber facility which began production last year. Self-sufficiency has also become the justification for investments by many other, less strategic industries, including textiles, paper, domestic appliances, footwear and electrical machinery.

These sectors have relied on stiff customs duties to ensure their viability. Not only are their production runs generally small, and thus unit costs high, but they have generally not been able to compete with

foreign goods on variety and, in many cases quality.

To make matters worse, South Africa's double-digit inflation rate over the past decade has forced them to keep applying for even more protection against imports. Even this has proved inadequate in recent years when foreign suppliers have offered their products at cut-throat prices.

Local manufacturers are openly critical of the Government for not responding more quickly and effectively to their plight. Mr Mike Rosbitt, chairman of Barlow Rand, said in his annual review recently that indications of a move away from tight protection of local industry "have led to considerable uncertainty in business circles."

He warned that decisions to invest in strategic, import replacement industries "will certainly not be taken in the future if the current ambivalent

attitude of Government persists."

While the authorities are wary of giving any clear guidelines, the Government has begun to realise the costs of import replacement.

Dr De Villiers told the Financial Times that import control "tends to limit competition and leads to inflexible prices." But he pointed out that "it can be disruptive if import control is removed all at once in respect of certain products. Industry will not be left in the lurch."

The assurance is cold comfort for companies which have recently felt the full blast of foreign competition for the first time. With the Government anxious to bring down inflation, and imports the only source of competition to the monopolies and cartels which dominate South African business, the days of molly-coddling local industry appear to be ending.

IT REPRESENTS A  
SIGNIFICANT STRENGTHENING  
OF THE PAPER AND PACKAGING  
INTERESTS OF ST REGIS IN THE  
UNITED KINGDOM.

Mr H.L. Hazell Group Chairman & MD St Regis International

By merging the three Ashton Containers case businesses with the corrugated case plants of Tillotsons Packaging Ltd, St Regis becomes one of the largest manufacturers of corrugated packaging.

The estimated turnover of St Regis Packaging Ltd is £80 million, giving the new company 11% of the UK market.

But it also gives St Regis much more.

The merger brings a new strength and stability to both the company and the industry as a whole. In a fiercely competitive market, this rationalisation and integrated strength will directly benefit the trade and the customer.

Now with a much broader base of operation, St Regis can supply a complete range of quality casemaking materials, quickly, efficiently, and more cost-effectively than ever before.

**ST REGIS**  
Packaging Ltd  
Bridge House, 10 Bridge Street, Cambridge. Tel: (0223) 64445

With the merger of Tillotsons and Ashton, St. Regis becomes a major force within the packaging industry.



## APPOINTMENTS

News International  
managing director

Mr Bruce Matthews has been appointed managing director of NEWS INTERNATIONAL, owners of The Times, The Sunday Times, The Sun and the News of the World. He takes over the managing directorship from Mr Rupert Murdoch, who remains chairman and chief executive. Mr Matthews, who is also managing director of News Group Newspapers, has been a director of News International since 1972. He was deputy managing director from 1977. Previously, in Australia, Mr Matthews was chairman of the Argus and Australasian and manager of the Melbourne Herald.

Mr John H. Churchill has been appointed chief executive of SHELVOKE AND DREWRY, principal subsidiary of Butterfield-Swire, from January 3. He joins after nine years with Sperry Vickers, latterly as director of operations, UK and France. Mr W. T. Lees will continue as chairman for a short hand-over period. Internal appointments are: Mr G. J. Eades, spares and service director; Mr R. P. Farr, personnel director; Mr S. J. Gill, production director; and Mr D. C. Headon, home sales director.

**IN TOUCH BUSINESS CENTRES** has appointed as chairman Mr Albert Rose who continues as international director of Air Call Holdings in addition to his new responsibilities. Managing director is Mr Roger Pennington. He joined from Air Call where he was regional director for the south east. Mr Maurice Henchey, deputy managing director of Air Call (substantial shareholders of In Touch Business Centres) also joins the board of the Headrow-based company.

The INSTITUTION OF GAS ENGINEERS has appointed Mr Derek J. Chapman as secretary designate from January 1. He is a transmission engineer with Eastern Gas.

**THAMES TELEVISION** has appointed Mr Mike Phillips, managing director of Thames Television International, as an executive director of Thames Television Ltd, from January 1.

**THAMES TELEVISION** has appointed Ms Marjorie Sigley as controller of children's programmes, in place of Mr John Mounter, who has resigned from both Thames and Cosgrove Hall Productions to return to active programme-making. Ms Sigley will join Thames in January. Her career in television spans nearly 20 years both here and in America, and this year she produced Thames drama series for

children. "Marmalade at Work," which will be transmitted next year.

Mr Christopher R. P. Carver has been appointed marketing director of ELEY, subsidiary of IMI. He was with Unilever.

Mr T. A. Robertson has been appointed a director of JOHN PLUMER AND PARTNERS from January 1.

Mr David D. Green has been appointed deputy chairman of the industry division of HOECHST UK from January 1. He will also be executive director of industrial division I, which includes the chemicals, plastics, Kalle Informatics, Kalle Filma, Sigr and Goldbach product sectors. He succeeds Mr Dieter Thilenius who is taking up a senior appointment in the plastics division of Hoechst in Frankfurt. Mr Green has been with ICI for 28 years and was recently a director of the Mond division in Cheshire. Mr Andrew Donald has been appointed group treasurer of Hoechst UK from January 1. He was previously group treasurer of Laporte Industries (Holdings).

Mr Alan Ogden and Mr Tim Mitchell have been appointed directors of CHARLES BARKER CITY from January 1. Mr Ogden joined Charles Barker in June this year from the Lopex group where he was development director of St James's Corporate Communications and its associated companies. He was previously with the advertisement department of the Financial Times. Mr Mitchell joined Charles Barker in 1974.

Mr P. E. Hammond, deputy chairman, will retire from the HONGKONG AND SHANGHAI BANKING CORPORATION, at the annual meeting on May 8. He joined the bank in 1948, has been an executive director since March 1980 and was appointed deputy chairman in October 1981. Mr William Purves, at present executive director banking, will succeed Mr Hammond as deputy chairman. Mr Robert Farrell, at present group staff controller, will join the board in May as an executive director. Mr Purves has been executive director banking since August 1982. He is also chairman of Wardley, Hongkong Bank Group's merchant banking subsidiary. He has been with the bank since 1954. Mr Farrell has been group staff controller since January 1980.

Mr Anthony L. Miles has been appointed operational audit manager at BRITISH GAS headquarters.

"NATURAL GAS is showing itself to be Italy's only substantial alternative energy source," said an observer of the Italian energy scene recently.

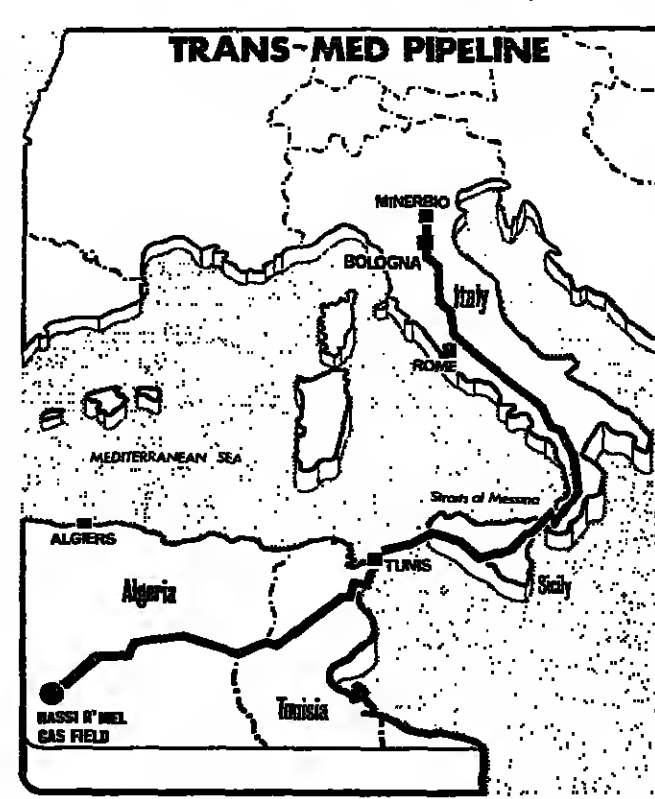
While little progress has so far been made on most aspects of the 1981 National Energy Plan, whose primary aim was to reduce Italy's acute dependence on imported oil, the country is suddenly facing an abundance of gas, thanks to the coming on stream of the Algerian gas pipeline. Though the new nuclear power stations promised by the plan have yet to be started, Enel, the electricity utility, is converting oil burning power stations to take gas in order to cope with the glut.

What is more, official plans for the use of natural gas are so extensive that Italy intends to take gas from the new Siberian gas pipeline and envisages consuming 40 per cent more gas in 1990 than it did in 1982. If other energy sectors, such as nuclear, fail to meet their targets, as seems certain, natural gas may be meeting rather more than the 19.5 per cent of national energy needs predicted for 1990. It accounted for 16 per cent in 1981.

In a country where progress on anything to do with energy is agonisingly slow, the gas programme could be regarded as a potential success. But it is not short of critics. They point to the high price Italy is paying to Algeria, and question the increased burning of a "noble" fuel like gas in power stations. Italy's basic problem is its shortage of indigenous energy resources, apart from its 174bn cu metres of gas, mainly under the Po Valley. It has little oil and it mines no coal.

Yet though the dependence on oil for two-thirds of energy needs became embarrassing in the 1970s, diversification was difficult. A programme of converting some power stations from oil to coal went ahead, but the building of new power stations—whether coal or nuclear—was largely blocked by local opposition groups which successive governments dared not offend.

Attitudes have changed dramatically in the last few years, and opposition to nuclear power has greatly declined. One 2000 MW station is being built, and construction of two or three more should get under way by 1985. Some regional governments are even asking Enel to site nuclear power stations in their territory.



Graham Laver

Nevertheless, the authorisation procedures are so slow and construction times so long that there is no chance of getting much nuclear capacity on stream before the mid-1990s.

Meanwhile, earlier enthusiasm for a big programme of building coal-fired power stations is waning, because of the cost of the transport infrastructure and environmentalist opposition. But luckily the slower rise in energy consumption has taken some of the pressure off. That makes gas currently Italy's only real alternative energy source, the only thing permitting diversification away from oil.

Last year Italy had gas supplies of 26.7bn cu metres. Of this, 13.2bn cu metres came from its own production and a further 13.5bn from the Soviet Union (8.6bn) and Holland (4.9bn). But in the last few months the first gas has been flowing from Algeria through the trans-Mediterranean pipeline. Although only about 20m cu metres a day is arriving at the moment, Italy has contracted to take 7bn cu metres by next September and a further 9bn cu metres by September 1985. The contract is

for 25 years but price and quantities will be reviewed in 1985.

The story of the Algerian gas pipeline is a tortuous one. Italy originally agreed to buy the gas in 1977 and undertook the entire construction and financing of the 1,500 mile pipeline at a cost of \$3bn, which is considered a technical masterpiece by Saipem, the pipelaying subsidiary of ENI, the state energy company. Because Algeria had not contributed to the building of the pipeline, Italy was in a weak bargaining position when the Algerians insisted on renegotiating the original price agreement.

The Italian position was further undermined by the decision of President Mitterrand to pay Algeria above the market price for France's own gas supplies. Algeria also wielded pressure by withholding contracts with Italian companies. Political pressures for a settlement mounted and the Italian Government in September 1982 agreed to pay Algeria \$5.40 per million BTU (British Thermal Unit)—50 cents more per mBTU of gas than Saam, the gas subsidiary of ENI, was prepared to accept. Italy acceded to Algeria's

demand that the price be indexed to a basket of crude oils, rather than linked to petroleum products.

There followed a further delay while Saam obliged the government to pass an act of parliament guaranteeing it the difference between the economic and the political price, which will amount to L540bn (£200m) over the initial three year period.

Even though the arrival of the first gas was held up for a year and a half because of the bargaining, little was done to make sure that there would be new consumers for the gas when it arrived. The pipeline will eventually go all the way to Minerbio, near Bologna, where it will join the main north Italian pipeline network. Work on it is now going on north of Rome. But though one of the objects of the gas pipeline was to benefit southern Italy, the subsidiary distribution networks for domestic consumers have barely been started in Sicily, the first recipient of the gas. Those involved blame bureaucratic muddle and inertia.

However, the Sicilian regional government had been promised 3.6bn cubic metres of gas a year by law and was determined to make use of it. From this arose the idea that Enel, the electricity authority, should burn the gas in two oil-burning power stations on the island.

The Sicilian embarrassment was only part of a wider problem: What should Saam do with the extra gas until local networks had been built and consumers connected up, especially at a time of lower demand from big industrial users in the north due to recession? Saam's answer was to offer Enel a three year contract under which it would burn an extra 1.5bn cubic metres of gas a year, taking its consumption up to 4.2bn cubic metres, and convert five or more power stations to take gas as well as fuel oil.

Since gas is normally more expensive than the combustible equivalent of fuel oil, Saam offered Enel the gas on very attractive terms, charging a price equivalent to that of high sulphur fuel oil instead of the low sulphur fuel oil which it will actually replace. As a result, Enel may actually be able to cut its fuel costs. The contract is likely to be renewed in three years time: indeed Saam's projections envisage Enel taking up to 5.5bn cubic metres of gas by 1990.

The critics say that Saam should not sell a "noble" fuel

## NATURAL GAS SOURCES

	Domestic	(Bn cu m)	Libya	Holland	USSR	Total
1978	12.9	2.5	6.1	5.6	5.6	27.7
1979	12.8	2.1	6.7	5.5	5.5	27.6
1980	13.0	1.4	6.4	5.4	5.4	27.4
1981	12.7	—	4.8	7.1	2.6	24.4
1982	13.2	—	4.9	6.6	—	24.7

like gas to be used in power stations, and certainly not at a knock-down price. But Sir Luigi Mezzan, deputy chairman of Saam, says that the contract is profitable for Saam and also highly convenient. "A gas utility needs to have contracts that it can interrupt in order to meet the requirements of non-interruptible customers in times of shortage. We can interrupt supplies to Enel, who can switch back to oil, but we can't interrupt our domestic and industrial customers," he says.

He also points out that West Germany used 24 per cent of its natural gas supply in power generation in 1981, compared with Italy's 6.8 per cent in 1981 and 10 per cent last year. Japan has lately used more than 70 per cent of its gas in power stations. The average for the EEC was about 13 per cent in 1981. The world's proven gas reserves, though slightly smaller in terms of petroleum equivalent than those of oil, are being drawn down at about half the rate.

Apart from completing the pipeline from Sicily to the north, Saam and its distribution subsidiary, Italgas, are engaged in a vast programme of extending Italy's gas network, with the aim of bringing 8m more homes onto gas by 1990. Some L3,000bn is to be spent during the rest of the decade on bringing gas to 440 centres in the south and to 420 networks in the north and centre of the country. It is envisaged that by 1990 76 per cent of Italians will live in towns that are on natural gas. By that year Saam envisages Italy consuming between 37.5bn and 39.5bn cu m a year, against last year's 26bn.

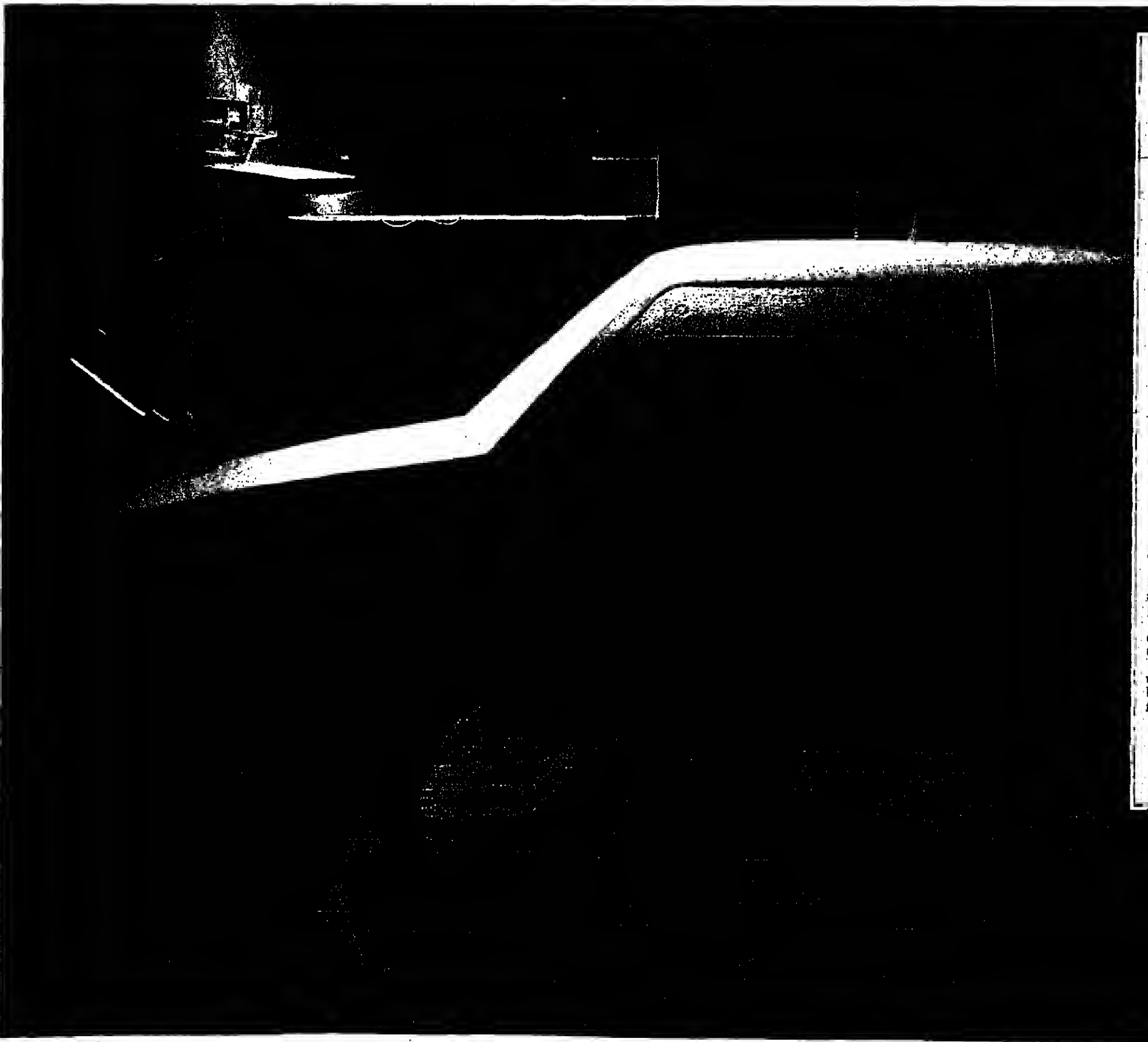
Saam's projections of supply and demand show that extra supplies will be necessary later in the decade, partly because demand will be higher and partly because supplies from Holland are expected to decline as Dutch reserves drop. The contract with Holland is not expected to be renewed after 1992, when it expires. The Italian Government is

therefore expected to reopen negotiations with the Soviet Union on taking gas from the new Siberian pipeline, now being completed. A technical agreement under which Italy would take up to 8.5bn cubic metres a year was signed in early 1982 but never ratified, partly because of pressure from the U.S. Government and partly because of domestic political difficulties.

But when the talks will be reopened depends on both domestic and international considerations. The Siberian gas pipeline now appears an attractive option for Italy, not least because it could pave the way to a revival in the country's traditionally strong exports to the USSR and because it is thought that the gas would be cheaper than that from Algeria—a price of \$4.73 per million BTU was in the original agreement, against the starting price for Algerian gas, which indexation has subsequently brought down to \$3.40. However, it is unlikely that Italy would at this stage commit itself to taking as much gas as it originally agreed.

Though no one confirms it openly, there are strong suggestions that one of the attractions of an early contract for Soviet gas would be that this would put Italy in a strong position to get the price of Algerian gas down when the three-year contract comes up for renewal in late 1985.

Nevertheless Italy is also considering an overvalued increase in Algerian gas supplies, above the 12bn cu m a year which the pipeline is capable of delivering and which may be reached after 1985. It is discussing increasing the capacity of the pipeline, either by doubling the stretch of it in Algeria or by installing more pumping stations, or by a combination of the two. The maximum that capacity could go up to is about 24bn cu m a year. Part of this is aimed at fulfilling Algeria's long-term objective of using the pipeline through Italy to sell its gas to other European countries.

IMAGINATION  
UNLEASHED

What is your vision of the future? Is it going to be machine over man, or the other way around?

At Renault, one of the world's largest car manufacturers, we've faced this question a number of times.

It is a fact that computers can neither restrict nor replace human creativity. They can only enhance the creative process.

The machine you see in the picture is a Computer Aided Design Robot (CADR) in our Design Research Centre at Ruell, Paris.

It enables a designer to complete a full scale mock up within four days. Before CADR, it used to take him over three months.

With his new ability quickly to create and evaluate one new design after another, the computer aided designer explores more ideas, to achieve the optimum, than he ever did before.

Today's ideas are rapidly turned into tomorrow's automotive standards, losing little in transformation from conception to final product.

Such technology has made it possible for Renault to hone product characteristics within the parameters of price and performance efficiency.

This benefits the product and the company. And in the end, it benefits the consumer.

Whatever one may say about the relationship between man and machine, Renault technology has a human face.

**RENAULT**  
WE'RE HERE



## UK NEWS

## Thatcher dismisses Euro report on Ulster

By Kevin Brown

THE EUROPEAN Parliament's report on Northern Ireland was firmly dismissed by Margaret Thatcher, Prime Minister, in the House of Commons yesterday.

The report, which was the result of an 11-month inquiry by Mr. Nils Haagerup, a Danish liberal European MP, says Irish unity is not possible in the foreseeable future.

Mr. Haagerup calls, however, for the involvement of the EEC and the Republic of Ireland in political and financial moves to end violence in the province.

Mr. David Steel, the Liberal leader, asked Mrs. Thatcher whether she would now consider a parliamentary forum of Irish and Westminster MPs.

Mrs. Thatcher told him: "I take the view that the European Assembly is not entitled to discuss the political affairs of a member state. It is a view I believe every state in the European Community must continue to adhere to." She said an Anglo-Irish parliamentary body was a matter for both parliaments and not for the Government.

Her reply reflects continuing British annoyance over the report, which was compiled without co-operation from the Government. It was bitterly condemned by Ulster Unionists as an interference in Britain's internal affairs.

## Aid for regions falls under Government cost-saving scrutiny

BY ANTHONY MORETON, REGIONAL AFFAIRS EDITOR

REGIONAL AID policy in the UK is to become much more selective. The Government intends to get better value for money from its spending, which reached a record £317m in 1982-83.

The Government is also attempting to cut the amount spent, which is expected to fall at current prices to £343m, this year, according to a White Paper (policy document) which was published yesterday.

Mr. Norman Tebbit, Trade and Industry Secretary, would give no indication yesterday of how much the Government expected to save. He would not say whether he intended to "trim" or "slash" the amount.

The White Paper firmly attaches the Government to regional policy, though it doubts whether it produces a net national economic benefit to the country. "The case for continuing the policy is now principally a social one, with the aim of

reducing regional imbalances in employment opportunities", it states.

Mr. Tebbit told the House of Commons that the new policy would "end the present unjustified payment of expensive aid to projects which create few jobs in the assisted areas".

More service industries will be brought within the scope of regional policy, and a cost-per-job ceiling imposed on the amount given. Mr. Tebbit is determined that the £35,000 average (at 1982 prices) experienced in the 1970s will be cut sharply.

It seems certain that the map of assisted areas will also be redrawn, partly to take into account the 1981 census and partly to allow for new factors such as the industrial structure of an area, or its distance from markets.

Editorial comment, Page 16

## £ 650m property merger

BY MICHAEL CASSELL, PROPERTY CORRESPONDENT

SLOUGH ESTATES, the UK's largest industrial property group is merging with Allnatt London Properties and Guildhall Property. It will create a Group with a market capitalisation of nearly £330m and a property portfolio worth £850m.

The agreement, which follows the earlier breakdown of talks between

the three parties, involves Slough offering nearly £100m in cash, loan stock or shares for Allnatt and the 40 per cent stake in Guildhall not already owned by Allnatt.

The cash offer is equal to 245p for each Allnatt share and 162p for each share in Guildhall.

## Candidates spent £6m on path to Parliament

By Peter Riddell, Political Editor

MEMBERS of Parliament learned yesterday what it had cost to have them elected at last June's general election. Mr. Leon Brittan, the Home Secretary, disclosed that the 2,578 candidates for the 650 seats in the House of Commons had spent a total of £6.1m in election expenses.

This sum is less than half that spent by a single candidate for the governorship of Texas last year. Mr. Walter Mondale and Mr. John Glenn have both raised more than twice as much in their bids to become the U.S. Democratic presidential nominee next year.

The British figures admittedly exclude money spent outside a constituency by the national political parties and associated organisations. While no precise figures have been released, total spending by the major parties was probably somewhat over £15m, the greater part by the Conservatives. None the less, this sum was still much less than any U.S. presidential candidate will spend next year even to be selected by his party.

The June 1983 total was an increase of 73 per cent on the figure for May 1978 with virtually the same number of candidates. This is an increase of 11 per cent in real terms.

The maximum amount which a candidate and his local party can spend, excluding personal hotel and travelling expenses, is fixed by law and was raised earlier this year. For June, it was a basic sum of £2,700 per constituency plus an additional 3.1p per elector in an urban constituency and 2.3p in a county constituency.

About one third of the candidates spent 80 per cent or more of the legal maximum to which they are entitled, while about a fifth - generally those representing fringe parties - spent less than 20 per cent of the maximum.

Not surprisingly, the highest spending was in the biggest constituency, the Isle of Wight, with 95,000 electors. Mrs. Virginia Bottomley spent £5,000 but lost by 3,500 votes to Mr. Stephen Ross, for the Liberals, who spent £3,500.

## Anti-arthritis drug withdrawn

BY CARLA RAPPOPORT

THE PRODUCT licence for Flosint, an anti-arthritis drug marketed by Farmitalia Carlo Erba, part of the Italian Montedison group, has been suspended by the Health Department on grounds of safety.

The move comes as a heavy blow to those pharmaceutical companies aiming to introduce new products into the \$2.5bn worldwide market for anti-arthritis.

Flosint's suspension marks the fourth withdrawal of a drug in this category in just over a year. Other anti-arthritis on the market may now be subject to re-labelling or suspension following renewed scrutiny of these drugs by international licensing agencies.

The Committee on Safety of Medicines reported yesterday that 217 patients have suffered adverse reactions as a result of using Flosint over the last year. It also said that the use of the drug was linked to seven deaths in the UK. Flosint was introduced in Britain in September 1982.

The Health Department said yesterday that Farmitalia intended to withdraw the drug itself, but the urgency of the case forced the Government to act immediately.

Officials at Farmitalia UK were not available for comment yesterday.

The Committee on Safety of Medicines and its counterparts in other

countries have been reviewing the category of non-steroidal, anti-inflammatory drugs in recent months with a view to re-labelling or withdrawing those products which cause side-effects of an unacceptable level.

Flosint, a propionic acid derivative, is also on sale in West Germany, Italy, Greece and Latin America.

A broader view on non-steroidal drugs by the UK Committee on Safety of Medicines is not expected to be completed until January. It is not known yet whether the results of this investigation will be made public.

BETWEEN SUTTON PLACE AND BEEKMAN PLACE • NEW YORK

## ST. JAMES'S TOWER

TWO PENTHOUSES AND NINE APARTMENTS ONLY REMAIN IN MANHATTAN'S MOST LUXURIOUS CONDOMINIUM APARTMENT BUILDING - ST. JAMES'S TOWER

PARTIAL FINANCING\* IS AVAILABLE AND THE SPONSOR IS PREPARED TO CONSIDER REASONABLE OFFERS - MORE REASONS FOR CITIZENS OF THE WORLD TO LIVE IN NEW YORK'S MOST GRACIOUS NEIGHBORHOOD

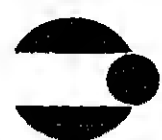
CALL STEPHEN JACKSON OR LOUIS MOSATCHE ON (212) 308-3900 TODAY.

\*Partial financing up to 5 years at 12% per annum



Normal commissions paid to brokers

PRICES AVAILABLE ON APPLICATION. FOR SALES INFORMATION CONTACT: ST. JAMES ENTERPRISES, INC., 415 EAST 54TH STREET, NEW YORK, NY 10022. TELEPHONE (212) 308-3900. TELEX 97106 ST JAMES NYK. THE COMPLETE OFFERING TERMS ARE IN AN OFFERING PLAN AVAILABLE FROM THE SPONSOR.



## TransCanada Pipelines Limited

## IMPORTANT MESSAGE TO SHAREHOLDERS OF TRANSCANADA PIPELINES LIMITED

in connection with an offer by Bell Canada Enterprises Inc. to purchase all the Common Shares of TransCanada Pipelines Limited through the facilities of the Toronto, Montreal, Alberta and Vancouver Stock Exchanges on Tuesday, December 20, 1983. The following letters to shareholders have been mailed to you.

December 7, 1983  
To our Shareholders:

On Monday, December 5, Bell Canada Enterprises Inc. (BCE) offered to purchase all shares of TransCanada Pipelines at a price of \$31.50 per common share. This offer followed the purchase by BCE of approximately 11.8% of TransCanada's outstanding common shares from Dome Canada Limited.

TransCanada's Board of Directors has carefully considered the BCE offer and draws the following points to our shareholders' attention:

A fair price for a controlling block of shares normally reflects a substantial premium over current trading prices. According to Nesbitt Thomson Bongard, Inc., the company's financial advisor, the premiums paid in virtually all takeover bids which they reviewed significantly exceeded the premium contained in the BCE offer.

TransCanada's common shares closed at \$28.875 on December 2, 1983, the last trading day prior to the announcement of the offer. The offer of \$31.50 is \$2.625 above the last sale, or a 9.1% premium over market.

The Board shares the opinion of Nesbitt Thomson that the offer of \$31.50 is not fair and reasonable from a financial point of view. This offering price may be affected by a number of factors. First, the offer provides that any holder of TransCanada shares will not be entitled to any dividend or distribution declared by TransCanada on its common shares on or after December 5. Second, shareholders will also be required to pay a sales commission on any shares they tender. Third, the December 20 closing date of BCE's offer means that shareholders may attract capital gains tax on a 1983 basis.

TransCanada is in excellent financial condition with a strong cash flow. Our future projections lead us to expect healthy growth in both the utility and non-utility parts of our business.

TransCanada's earnings attributable to common shares are forecast to be \$4.28 per share for 1983, with higher earnings anticipated for 1984.

Heavy investment in new pipeline facilities coupled with a period of restraint led to payout ratios below traditional levels. As a result, market prices have not reflected the true value of TransCanada shares. The Board took steps to return to higher payout levels earlier this year when it raised the common share dividend. As another step in this direction, the Board has increased TransCanada's dividend to \$1.92 per annum or 45% of 1983 earnings. This payout ratio returns the company's dividend practice to that followed in the ten year period 1973 through 1982.

The market has absorbed more than 16 million shares of TransCanada stock over the past year, and had expected to absorb an additional 5.3 million shares held by Dome Canada. In spite of this distribution, TransCanada stock has performed well. The effect of the BCE offer is to reduce substantially the TransCanada share available and the liquidity of the stock. To improve the liquidity and marketability of our shares, the directors have authorized for submission to a special meeting of shareholders on February 8, 1984, a proposal for a two for one split of TransCanada's shares.

In view of these facts, no directors (aside from Mr. de Grandpré and Mr. Kerr whose positions have not been ascertained) and no senior management will be tendering their stock to BCE.

Neither Mr. de Grandpré nor Mr. Kerr, both of whom are BCE directors and directors of TransCanada, participated in the Board's consideration of the offer.

*R. R. Latimer*  
R. R. Latimer  
President and Chief Executive Officer



The Board of Directors  
TransCanada Pipelines Limited  
P.O. Box 30  
Commerce Court West  
Toronto, Ontario  
M5X 1C2

Dear Sirs:  
On December 5, 1983, Bell Canada Enterprises Inc. ("BCE") purchased from Dome Canada Limited its block of 3,706,836 common shares of TransCanada Pipelines Limited ("TransCanada") for \$31.50 per share. By a notice dated December 5, 1983, BCE made a take-over bid for "all" of the common shares of TransCanada, as listed on the Toronto, Montreal, Alberta and Vancouver stock exchanges to purchase up to 100% of the common shares of TransCanada not owned by BCE at \$31.50 per share. You have asked us to provide an opinion respecting the fairness of the Offer from a financial point of view.

In arriving at our opinion, we have reviewed and relied upon publicly available information relating to TransCanada and its business and on the information contained in the Offer but have not conducted any independent investigation to verify the accuracy or completeness thereof. We have also conducted the usual tests employed by financial analysts, such as price earnings multiples, dividend yields, rates of return, market to book ratios and recent trading prices of TransCanada's common shares. We have also reviewed major take-over offers during the last three years for the shares of Canadian companies where a control block was involved.

TransCanada's common shares closed at \$28.875 on December 2, 1983, the last trading day prior to the announcement of the Offer. The Offer of \$31.50 is \$2.625 above the last sale, or a 9.1% premium over market. The Offer represents a 9.1% premium over the average closing price of TransCanada's common shares in the last 30 trading days up to and including December 2, 1983. The premium received will be reduced by the sales commission required to be paid by the tendering shareholders. The premium paid in virtually all take-over bids which we reviewed significantly exceeded the premium contained in the Offer.

You have announced a dividend increase to an annualized rate of \$1.92 per share compared to the current level of \$1.40 per share. This represents an increase of 37%. A dividend of \$1.92 per annum yields 6.1% based on the Offer of \$31.50 and results in a dividend payout ratio which in our opinion is appropriate. As a condition of the Offer, however, tendering shareholders will not receive such dividend.

In 1983, 15.3 million TransCanada common shares were sold publicly in the Canadian public market, representing an increase of approximately 62% in the year. The offerings were two of the largest common equity financings completed in Canada, for a total consideration of approximately \$490 million. Since the completion of the last secondary offer, there has been an expectation that Dome Canada Limited would dispose of the balance of its holding in TransCanada. These two financings combined with a third potential offering have had a dampening effect on the price of TransCanada's shares.

The Offer of \$31.50 is 74% times TransCanada's estimated earnings per share of \$4.28 for fiscal 1983. TransCanada's price earnings multiple has averaged 8.6 times over the previous five years. The Offer therefore is at a price earnings multiple significantly below this historical average.

Based on the foregoing, it is our opinion that the Offer to purchase up to 100% of the outstanding TransCanada common shares at a price of \$31.50 is not fair and reasonable from a financial point of view.

Yours very truly,

Nesbitt Thomson Bongard Inc.







## FINANCIAL TIMES SURVEY

Wednesday December 14 1983

## Scotland

The growing electronics and service sectors are helping to make up for the huge loss of jobs in heavy industry. North Sea oil and its companies remain vital contributors to the country's economic health

## Strengths and weaknesses

By MARK MEREDITH, Scottish Correspondent

A HEALTHY FLUSH has returned to the patient's checks but he still has a worrying cough. The encouraging signs in Scotland these days are the strength of a growing electronics sector, the diversity of financial services, the new prospects for onshore companies serving North Sea oil development, and signs of recovery in the whisky and textile industries.

The discouraging symptoms are the havoc wreaked by the decline of heavy industry and the loss of one-third of Scotland's manufacturing jobs in the last decade (with the real danger of further shocks in steel and shipbuilding). There is, too, severe economic deprivation in the west of Scotland, and it remains an uphill struggle to win business to the country's peripheral areas.

This balance of strengths and weaknesses has had a curious effect on Scotland.

While in the past Scottish politicians and businessmen have made much of the country's distinctive problems, recent charts of Scottish and UK performance in industrial

production are moving more or less in parallel.

Offsetting the gradual losses in engineering and heavy industries have been the new technologies and a burgeoning service sector which together are helping to make Scotland's economic profile much like that of other parts of Britain.

Indeed the West Midlands now has worse unemployment than the 14 per cent Scottish figure, and, according to Mr George Younger, Secretary of State for Scotland, the country's manufacturing productivity has been increasing by 5 per cent compared with 2 per cent for the whole of the UK.

Mr Younger may, therefore, have a tough case to put to government to uphold the bias of regional aid in Scotland's favour — £341m of the total £820m in UK regional assistance last year.

Moreover, much to the envy of other regions, Scotland has its own well-established mechanisms for making concentrated and co-ordinated drives against industrial problems. It has also had the benefit of vigorous industrial promotion

by the Scottish Development Agency.

Today entrepreneurs have begun to appear, especially in sectors like electronics. The universities, too, have made themselves ready and able to work with industry and to try their hand at marketing goods.

Electronics may be the one area which is assuming a momentum of its own. The industry now employs 36,000 to 40,000 people—about the same as the total of 16,000 in shipbuilding, 14,000 in mining and 11,000 in steelmaking.

An important sub-stratum has appeared too, of small companies, serving the needs of the big multinationals such as IBM, Honeywell, Burroughs, and Motorola which act as anchor points.

New companies like Rodime of Glenrothes in Fife with new disc drives or Future Technology Systems with computer production in Beith and Fortronic with banking terminals in Fife, are the kind of proliferation the industry has wanted.

## Involved

What still lacks in this area is the right kind of corporate intermingling of ideas. The multinationals that have moved in have generally not become involved in new product ventures with local companies and other similar forms of cooperation. Instead, the relationship has been a conventional subcontracting one.

The real market for Scot-

land's electronics goods is in Europe, and not at home, so the interaction with the client close at hand is also missing.

At the same time North Sea oil, Scotland's other major new industry, has entered a new period of tax stimulated expansion after a rather fallow period. This coincides with an awareness of the need to expand the role of British industry in offshore technology.

As many as 100,000 jobs are directly or indirectly involved in North Sea oil and it has been an essential factor in Scotland's improved economic health.

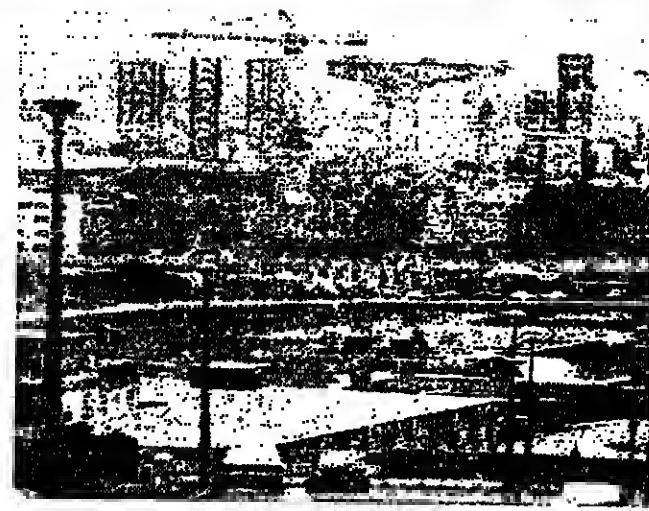
But, whatever the proximity of electronics and North Sea industries, the two do not interact in the way the planners would like to see.

This coming year, with public agency initiative, a new push will start to encourage cross-fertilisation between these two fields.

Electronics has by contrast intermingled well with the banking sector—an area now employing 80,000, and the three Scottish banks have led the UK with the introduction of new banking technology.

The face of the banking sector is changing as the three clearing banks—the Royal Bank of Scotland, the Bank of Scotland, and the Clydesdale Bank—feel the impact of the move by the newly-restructured Trustee Savings Bank into the already over-saturated retail banking market.

The Bank of Scotland has its sights on new business in England. A successful market-



Clydebank Enterprise Zone, a bright spot and important lever in Glasgow's industrial recovery.

## CONTENTS

Politics: Labour MPs seek devolution	II
Profile: Stancourt Assets	II
Organized labour: adapting to change	III
Profile: Hugh Wyper of the TGWU	III
Tourism: foreign earnings boost income	IV
Profile: Alan Devereux, of the Scottish Tourist Board	IV
Electronics industry: backed by multinationals	IV
Profile: Fortronic	IV
Oil industry: a need to thrive	V
Coal: cut in orders worries miners	V
Wood products: developing the forests	V
Business guide: useful addresses	III

each with 4,500 workers: the British Steel Corporation's Ravenscraig works and Scott Lithgow Shipbuilders, part of British Shipbuilders, on the Lower Clyde.

## Sceptical

A reprieve has been granted to Ravenscraig by the Government, but a further proposal by Mr Ian MacGregor, when head of British Steel, to twin crude steel production in Ravenscraig with finished steel production at U.S. Steel's Fairless works in Pennsylvania is still under discussion.

Mr Younger has been openly sceptical of a scheme which would see about 2,000 jobs lost in Scotland with the closure of steel finishing at the Ravenscraig complex.

Shipbuilding faces a very bleak future. The biggest yard,

Scott Lithgow, with a record of poor productivity and late deliveries, faces certain closure if an £86m contract for a semi-submersible rig from Britoil is cancelled because a final deadline cannot be met.

The Government, while backing Ravenscraig, has not stepped in visibly behind Scott Lithgow except for publicly expressing hope that the issue can be resolved.

Mr Younger, in a Commons debate on Scotland last month told the opposition: "We reject the option of continuing to pour money into declining industries, simply to avoid the social consequences, because such subsidies would never create lasting jobs or real wealth."

The onus, it now seems clear, is on Scotland's newer industries, and on electronics in particular.

It could be said that the first man to strike oil in the North Sea was John Hughes Bennet, an Edinburgh academic.

After all, his treatise on the medical properties of cod liver oil, published in 1841, led to the development of a flourishing oil industry.

## No prizes for guessing who invented North Sea Oil.

But the man who gave Scotland its real claim to fame in these waters was James "Paraffin" Young.

In 1864 he extracted oil from shale and gave the world its biggest single enterprise—the oil industry.

Without his pioneering work there might have been no such industry and no North Sea oil boom.

Much of the latest deep water oil technology has Scottish initials too.

Like the combined underwater photographic and television camera. Or the underwater scanning sonar system. Or the Seabug—a unique seabed wheeled vehicle.

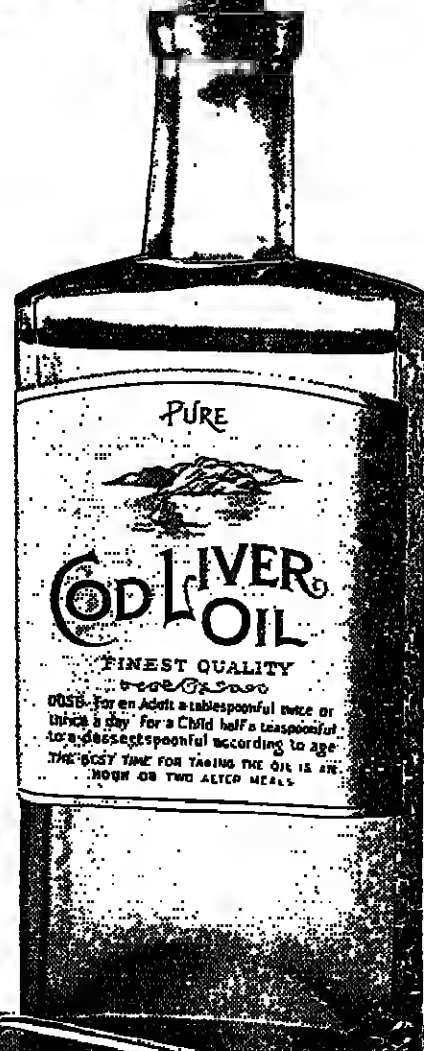
There are still plenty of opportunities for achievement in the North Sea. Whether in servicing the oil industry, exploration or related engineering.

But to make the most of them you have to come up and jump in it with us.

## Locate in Scotland.

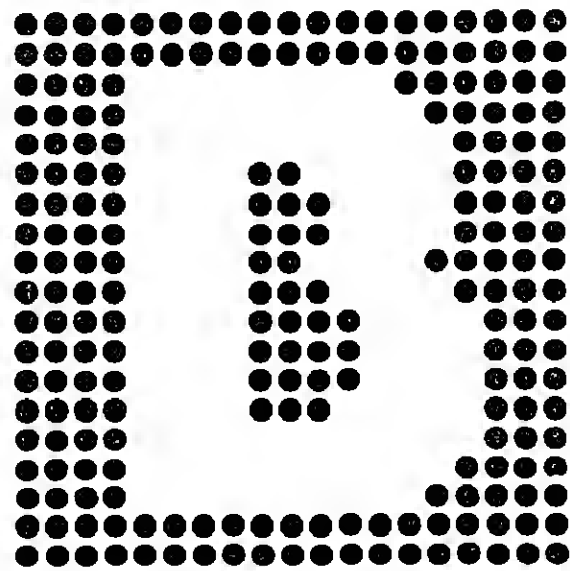
It could be the best idea you've ever had.

Scottish Development Agency, 17 Cockspur St, London SW1Y 5BL. Tel. Freefone Scotland. Telex 8811015.



Edinburgh academic though he was, John Hughes Bennet was also an Englishman. Which goes to show that all good ideas can succeed in the right environment.





# BNP

## Banque Nationale de Paris p.l.c.

Representative for Scotland:  
Mr. Steve Rozendaal,  
21 Melville Street, Edinburgh EH3 7PE  
Telephone: (031) 226 6655

UK Head Office:  
8-13 King William Street, London EC4P 4HS,  
Telephone: 01-626 5678, Telex: 883412 BNP LNB

Knightsbridge: 01-581 0104 Manchester: 061-228 0611  
Leeds: 0532-443633 Birmingham: 021-236 9735

BNP Group Head Office: 16 Boulevard des Italiens, 75009 Paris

# Yours by return.

FINANCIAL  
INCENTIVES  
FOR BUSINESS  
IN SCOTLAND.

No financial institution in the world knows more about Scottish business affairs than the Royal Bank—as you'd expect of the biggest bank in Scotland with almost 600 branches in the UK, as well as world-wide connections.

So it's only natural that we should produce a "Summary of Financial Incentives for Business in Scotland".

It covers grants, tax allowances, regional selective assistance, experts, labour training, help available from various agencies, and other matters of interest to businessmen.

For your copy, simply telephone us, or complete the coupon. You'll find the Summary has all the facts.

In a nutshell.



## The Royal Bank of Scotland

The Royal Bank of Scotland plc. Registered Office: 42 St. Andrew Square, Edinburgh EH2 2YE. Registered in Scotland Number 46419.

SUMMARY OF  
FINANCIAL INCENTIVES  
FOR BUSINESS IN SCOTLAND.

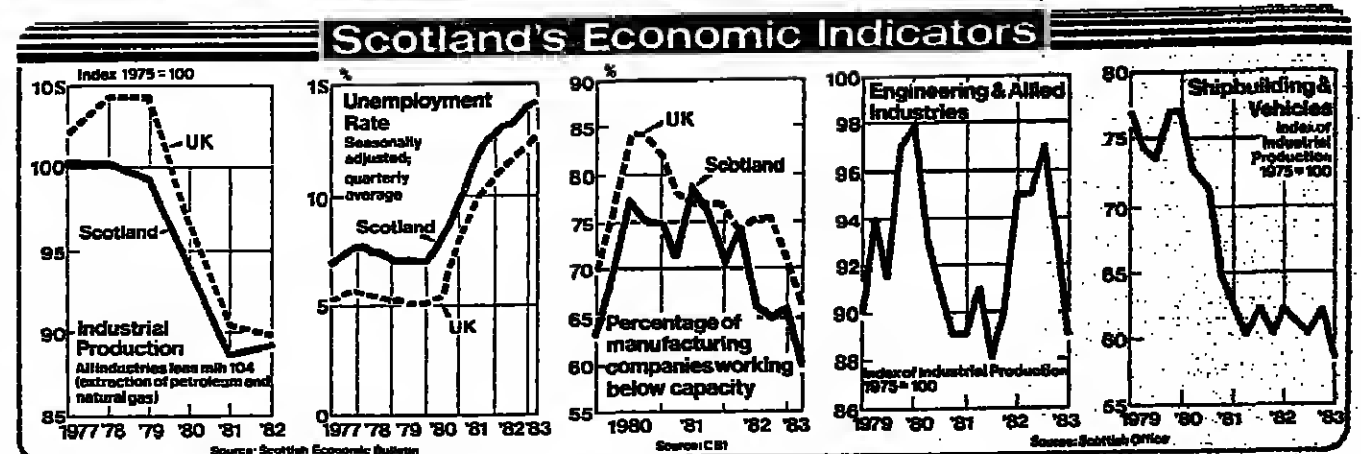
The Royal Bank of Scotland

To: The Royal Bank of Scotland plc,  
FREEPOST, Edinburgh EH2 0DG (no stamp required).  
Telephone: 031-556 8555 Ext. 2276. Telex: 72230.

NAME \_\_\_\_\_  
COMPANY \_\_\_\_\_  
ADDRESS \_\_\_\_\_

Please send me a copy of your "Summary of Financial Incentives for Business in Scotland". FT 14/12

## SCOTLAND II



## Devolution re-emerges as Labour's cause

SCOTLAND PRESENTS a political paradox. It is an area where the British Government is beginning to claim some success for its economic policies, yet in terms of seats in Parliament the country remains solidly Labour.

As Mr George Younger, the Secretary of State, put it in the House of Commons last month: "In 1971 Scotland was ranked eighth among the United Kingdom planning regions in terms of GDP per head of population. Scotland has now risen to second place in that league."

Even in the unemployment tables the old differential between Scotland and England has almost disappeared. Last month seasonally-adjusted unemployment in Scotland, excluding school leavers, was 13.9 per cent. The comparable figure for the West Midlands was 14.5 per cent, for the North West 15 per cent and for the North 16.2 per cent. The UK average was 13.3 per cent.

None of this, however, seems to rub off on to Scotland's politics. In the general election last June Labour won 41 out of the 73 Scottish seats. True, the performance was not quite as good as in 1979 when it won 44 out of 71. There was also a loss of some 220,000 Labour votes, mainly in areas outside the central belt and Strathclyde. But compared to what happened to Labour in the rest of Britain, the losses were as nothing. In Scotland the Labour Party is entrenched.

There is every reason to believe that it will remain so for the foreseeable future. The Scottish Nationalist Party, which seemed such a force in the 1970s, has lost its fire and much of its support. It is now down to about 10 per cent in the opinion polls. The Conservative Party in Scotland, although it has 21 seats in Westminster (22 last time), always seems slightly dormant. The only new challenge last June came from the Liberal-SDP Alliance which won eight seats against the Liberals' previous three.

### Contingent

The Tories hold five of the eight Scottish seats in the European Parliament, for which elections are due in June next year. Labour holds two and the Nationalists one. There could be some changes there, but they are unlikely to be in the Tories' favour.

This sustained support for Labour in Scotland, and the time, have a profound effect on the Labour Party in Westminster and indeed on Westminster politics as a whole. For the more the Labour vote in Scotland holds up, while it declines in the rest of Britain, the more potentially powerful the Scottish contingent becomes.



Edinburgh, seat of power and commerce. Many still hope the city will also be home to a Scottish Assembly in the future

The results of the 1979 general election gave Labour 368 MPs, 41 of whom were from Scottish seats. This time the number of Labour MPs fell to 209. Thus Scotland's representation in the Parliamentary Party has risen from one-sixth to one-fifth. The not wholly impossible aim at the next general election is to win around 50 seats.

So far there is no particular evidence of the Scottish MPs voting as a bloc. For instance, there was no Scottish slate in the elections to the Shadow Cabinet. And it has to be admitted that the Scottish Labour MPs are not the most homogenous bunch: they include Mr Tam Dalyell, Mr Dennis Canavan and Dr Jeremy Bray, who are more distinct than similar.

Already, however, there is a Scottish flavour to Labour's front bench. Mr John Smith, the Shadow Secretary for Trade and Industry, and Mr Robin Cook, who organised Mr Neil Kinnock's leadership campaign, are the outstanding examples. Although outside the Shadow Cabinet, Mr Donald Dewar, is already proving a forceful Shadow Secretary of State for Scotland.

The question is what this rather large group of Scottish MPs is going to do with its potential influence. Over 300

Party members met in Glasgow early this month to discuss the future. They concentrated on organisation, membership and tactics, bearing the coming district and European elections in mind.

It seems that a strategy is beginning gradually to emerge. Labour is the party of devolution in Scotland. The divisions of the past on this issue, which caused Labour so much trouble in the 1970s, seem to have been largely overcome. But it will not yet push devolution as such overboard. Instead it will deal with individual issues as they arise, while stressing the devolution element.

### Controversy

There is no shortage of matters for political controversy. The future of the Ravenscraig steel plant is not yet regarded as assured. There is a major question-mark over the future of the Scott Lithgow yard, and there are all the familiar issues, not confined to Scotland, of privatisation, the National Health Service, local government and local democracy.

On all such matters the Labour Party is likely to point out that Scotland would have more say over its affairs if only it had its own Assembly. Some, like the remnants of

the SNP, would like Labour to go further and faster. There is even talk of an anti-Government coalition, composed of the SNP, Labour and the Alliance, as being the only way of defeating Mrs Thatcher. But Labour is not ready for that. Understandably, it believes that it already provides the anti-Thatcher coalition by itself, and is waiting for others to come to it.

Thus the case for a Scottish Assembly is likely to be steadily but undramatically pushed. The Labour Party as a whole will almost certainly give the idea its full endorsement. Come the next general election, it will be one of the main items in the programme of the Labour Party in Scotland, though short of the nationalism and even separatism that used to go with the claims of the SNP.

The economy apart, this renewed call for an Assembly is probably the most significant aspect of Scottish politics today. Other parties should watch it with interest. It is, of course, no more than gazing into the crystal ball but it is perfectly possible that Labour will continue to hold its own in Scotland while declining elsewhere. There would then be a strong Scottish Labour, pro-Assembly rumour in Westminster wondering what to do next.

Malcolm Rutherford

### PROFILE: STANECastle ASSETS

## Managers venture forth

Dynamism is being injected into Edinburgh's financial scene by the arrival of a number of new entrants offering a variety of products and services. Mark Meredith reports.

Ian Smith is 36 and worked at stockbrokers Wood Mackenzie and Ivory and Sime. Forsyth is 34 having moved from insurance at Scottish Life to Edinburgh Investment Trust. Forsyth had formed Stanecastle Assets some time ago and this was to be activated as the vehicle for a new fund management.

After nine months and not without some difficulty they took over Yorkshire and Lancashire Investment Trust, a small trust originally designed to invest in companies in these parts of England. It had lost much of its original momentum and had been hit by sour investments.

The format of the new Edinburgh company was to be similar to Ivory and Sime with a central management and a number of satellites. In this case the main satellite was to be Yorkshire and Lancashire—a trust which is expected to undergo a name-change shortly to reflect its new image.

The investment trust in turn took over another, Young Companies, a majority stake in a London-based financial services company, M & P, as well as a property developer and a chunk in a stockbroking firm.

The other arm from the central management group was a small company, Kinsman Assurance. The pair hired Mr Alastair Robertson, former general manager of Scottish Equitable, to be actuary of Kinsman and explore new avenues of the assurance business for the group.

An essential part of the group will be interaction between its various elements," according to Forsyth. Insurance, investment and stockbroking will feed each other expertise in pursuing new lines of financial services.

Smith and Forsyth presently have gross assets of £23m under management, through a fast accumulation of acquisitions and investments. And this from an initial £2m paid for York-

shire and Lancashire with £3m added on from institutions to beef up its portfolio.

Given that the average investment trust has about £70m in assets, this is still a small company and its backers will soon want to see how it performs.

But elsewhere in Charlotte Square, heart of Scotland's investment trust business, the development is seen as an imaginative one, restoring more of the venture capital spirit to Scottish trusts and showing a readiness to look for new areas of diversification.

The large discount on some of the investment trusts has been their undoing when it comes to predatory raids from financial groups wanting to turn investment trusts into unit trusts.

Yorkshire and Lancashire is currently trading at a premium which, its two young managers hope, will give it time to develop and specialise further. "The effect of the assaults on investment trusts has been to shake up the managers of the trusts in Scotland," according to Forsyth. Managers have become more active and merit has become more the criterion for success in managerial terms. This has added a new sense of dynamism to the financial community.



## SCOTLAND III

John Lloyd examines the movement as it faces rapid political and industrial change

## Union leaders learning to adapt

THE LABOUR movement in Scotland is rightly proud of its traditions. A history of strong organisation, mutual support, an exceptionally strong cultural and intellectual interest and the establishment of a political hegemony over much of Scots life which still remains are all considerable achievements.

It is not, of course, immune from the rapid political and industrial shifts which the past five years have brought, shifts which have been largely unwelcome to the movement's leadership, but to which they are learning to adapt.

Two facts of Scottish life—labour militancy and the reliance of the economy on older industries—have given a specific characteristic to recent events in the Labour movement. That is, closures or attempted closures of plants, yards and pits, often coupled with attempts of one kind or another to oppose the closure and to rally support for an "alternative strategy," both on the local and the national (Scots or UK) level.

Coal mining—among the oldest industries—faces a particularly difficult future in Scotland: the region is self-sufficient in energy without any production. Thus, the programme of cost savings such as that now embarked on by the National Coal Board is bound to fall heavily on the Scottish miners—and the last year has

seen closures of Kinnell, Cardrona and Sorn collieries. Closures of the first two of these were fiercely contested and they became national issues—proof of the enduring political leverage of the Scots miners. In the end, however, resistance crumbled and closure was accepted.

The threat of closure of all or part of the Ravenscraig steel complex has been fought on a different level. Mr George Younger, Secretary of State for Scotland, has made the issue a central concern of his own, and has argued strongly for the plant's retention—so far successfully.

## Sit-in

Again, the plans to make 1,900 workers at Dundee's Times plant redundant last spring—thus ending the history of watchmaking in Dundee—were met with a sit-in by the Times unions which ran for six weeks. The vast majority of the redundancies called for—1,775—had been accepted through voluntary redundancies; the last 125 decided to fight.

By June, however, the fight was over, and the total of job losses increased by 300. The Sinter flat-screen monitor was produced in the Times plant, was delayed, though Sinclair did not—Sir Clive Sinclair, the microvision's inventor, threatened—move production

away from Dundee.

There is as yet little sign that the job cuts are at an end. The shipbuilding industry, greatly contracted on the Clyde as elsewhere, may yet face further heavy blows; the future of Scott Lithgow on the Lower Clyde is seen as uncertain. Even relatively healthy industries, such as the whisky trade, have had to close plants and make redundancies. Unemployment is not the highest in the country but—at around 16 per cent—remains at painful levels. What is the future for Scots Labour?

One possible straw in the wind was observable at an unusual venue last month: the CBI's annual two-day conference, which took place for the first time in Glasgow. True to its free market principles, the CBI shopped around for the best deal it could get from conference cities and Glasgow—not seen hitherto as a front rank competitor in this league—won out.

To secure the event, and the event itself, was a triumph for the two authorities concerned, Glasgow City Council and the Strathclyde Regional Authority. The hospitality was lavish and efficient. The opening reception in the magnificent City Chambers, and a well-mounted "Scots Night" by the Scottish Opera and others, easily surpassed the fading delights of English seaside towns.

There was a message, of



Hugh Wyper: tempering exasperation with practical responses

course, and it was that Glasgow should be seen no longer as a clapped out industrial city, or as the "Red Clyde" 50 years on. Instead, it is being marketed as a dynamic, adaptable business centre with industrial, educational and recreational facilities to match those elsewhere in the UK.

Both the authorities hosting the CBI conference are Labour-controlled—yet their determination to woo and impress Britain's business captains could hardly have been greater. The event demonstrated that pragmatism—born, certainly, of many hard knocks—is now a dominant strand in the Labour movement's politics.

The other strand could be seen at a more conventional forum: the Scottish TUC, held in Rothsay in April of this year. The event is Left-dominated, and it was itself as showing the radical way forward for the British movement—a boast which has had just enough truth in it to allow it to be repeated from year to year.

This year, however, the event took place at a particularly tricky time for the Labour Party and the unions: the two wings were trying to reach agreement on a pact between them which was to provide the centrepiece to Labour's electoral strategy, and which in effect held out the prospect of pay moderation through a national economic assessment. The STUC provided a handy medium for securing agreement on it—though one which, because of its traditions and character, was likely to give a rough ride.

## Unanimous

The barons of the Labour movement travelled up to Rothsay to ensure the vote was won—as it was, unanimously, after the Scots miners withdrew a motion opposing the form of the pact.

This ensured that the pact passed through the wider Labour movement—even though, on the day the STUC delegates voted to accept the national economic assessment, Mr Michael Foot, then Labour leader, was spelling out to delegates at the engineering workers' national conference that the ambiguously worked pact did mean "co-operation on pay" with a future Labour Government.

That Government, of course, remains a future one, but the STUC vote showed that the Leftist Scots were clearly willing to sink socialist purity in the interests of trying to achieve electoral success. It also emphasised the difference between the disciplined Leftism of Scotland—with its powerful Communist influences—and the more anarchic, middle class Leftism of London and other English centres.

These changes are significant, though buried for the moment under the continuing avalanche of bad news. The received wisdom on the Scots labour movement is beginning to look anachronistic.

PROFILE: HUGH WYPER OF THE TGWU

## A rearguard defence of jobs

THE RETREAT of heavy industry in Scotland has put its trade unions on a defensive. As the manufacturing base has dwindled, so too has union membership.

Current membership of unions affiliated to the Scottish TUC is 1,010,589, but about 20,000 members a year have been lost over the past four years, almost all of them through cutbacks in the manufacturing sector.

Hugh Wyper, former sheet metal worker, 40 years or more as a trade unionist and now regional secretary of the Transport and General Workers' Union, has watched this all happen. For him it has been a case of tempering exasperation with practical responses.

Today Mr Wyper, 62, is a key figure in the vociferous rearguard defending the jobs left in the heavy industries.

In one sense this is a whistle-blowing exercise to balance any euphoria setting in about Scotland's economic recovery, based on the sparkle of its new technology industries.

Scotland may no longer be bottom of the heap when it comes to unemployment but this means more that the West Midlands has declined rather than that Scotland has improved. "It doesn't make it all that much better for Scotland," Mr Wyper says.

More important than attracting attention to the plight of Scotland's unemployed, however, has been the political resistance of which Wyper is part. This is drawing from the trade unions and the Labour Party which controls the

majority of Scottish seats in parliament.

Joint action involving the unions and Strathclyde region to study the impact which the potential closure of the Ravenscraig steel works would have on the local economy did much to mobilise public opinion in defence of the big integrated mill—a defence which in the end even attracted the support of the Scottish Conservatives and their leader Mr George Younger, Secretary of State for Scotland.

Today's jobs in the electronics industry have in no way compensated for the losses in steel, coal and shipbuilding north of the border despite the fact that the 36,000 jobs in electronics now outnumber jobs in the older industries.

## Inspire

He feels that a successful campaign to defend traditional industries will in turn inspire new investment in the industries which support them such as sub-contracting. But inward investment into Scotland, in his view, requires government stimulus to expand the economy.

"There is no way that industry will come to Scotland without financial incentives and without assurances that as some industries are run down, investment will be directed to others to take up the slack."

Many of Hugh Wyper's demands are those of the Left: the need to leave the EEC because of the damage it has done to areas such as steel; the need for import controls to pro-

tect domestic industry; and, above all, the need for government expenditure to boost expansion.

A considerable power base in Scotland, in particular the west of Scotland, gives weight to these demands. But Mr Wyper is ready to acknowledge the weakness of the Left and the trade union movement in particular in gaining new converts to their thinking.

"A fundamental weakness has been to win over a sizeable sector of modern industries to participate," he says. "We should also have been able to widen our base to take in people such as the small businessman. We have failed to take the cause outside the Labour movement."

"There will be no future in the long term for us unless we manage to widen the front against the government." Winning over union members in the new industries has also been a worry for the trade unions. According to one estimate, only about a quarter of the 36,000 jobs in electronics are not unionised.

"This is a serious danger for us," says Mr Wyper. Big companies are taking advantage of people in areas of high unemployment.

Union penetration in the offshore oil business is considerable but unless the greater affiliation can be won in these new industries, the trade unions in Scotland could seem even more to be defenders of the past rather than the future.

Mark Meredith

## CUMBERNAULD where companies meet with success

With a well-developed motorway system on the doorstep, two major airports half an hour away, and Britain's largest inland customs-cleared container base nearby, Cumbernauld can help your company grow.

Find out what Cumbernauld can do for your business by sending for our "Facts & Figures" pack using the coupon below or telephone our London office on 01-930 2631.

Please send me your "Facts & Figures" about Cumbernauld.

Name \_\_\_\_\_

Company \_\_\_\_\_

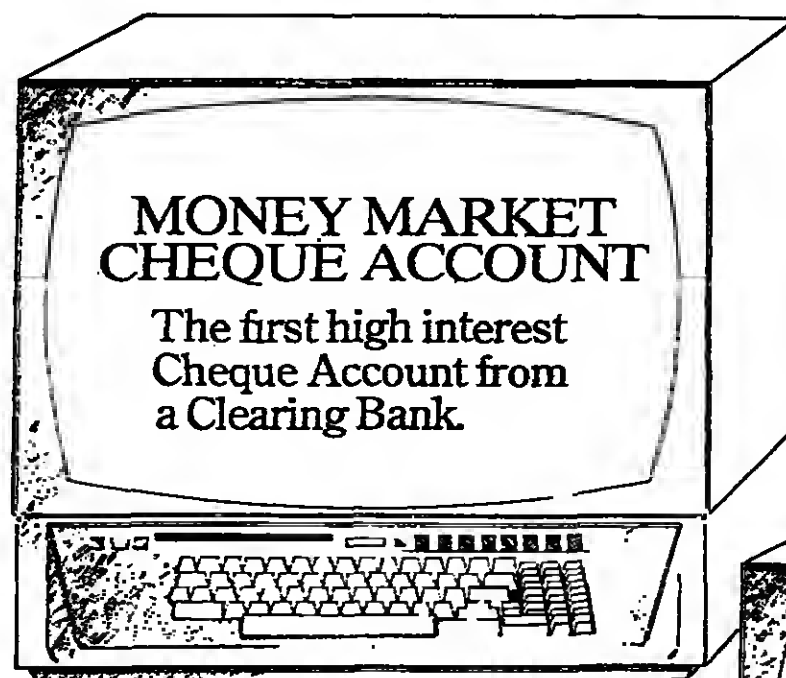
Address \_\_\_\_\_

Position \_\_\_\_\_ Tel. No \_\_\_\_\_

Post to: The Marketing Director, Cumbernauld Development Corporation, Cumbernauld House, Cumbernauld, Scotland G67 3JH.

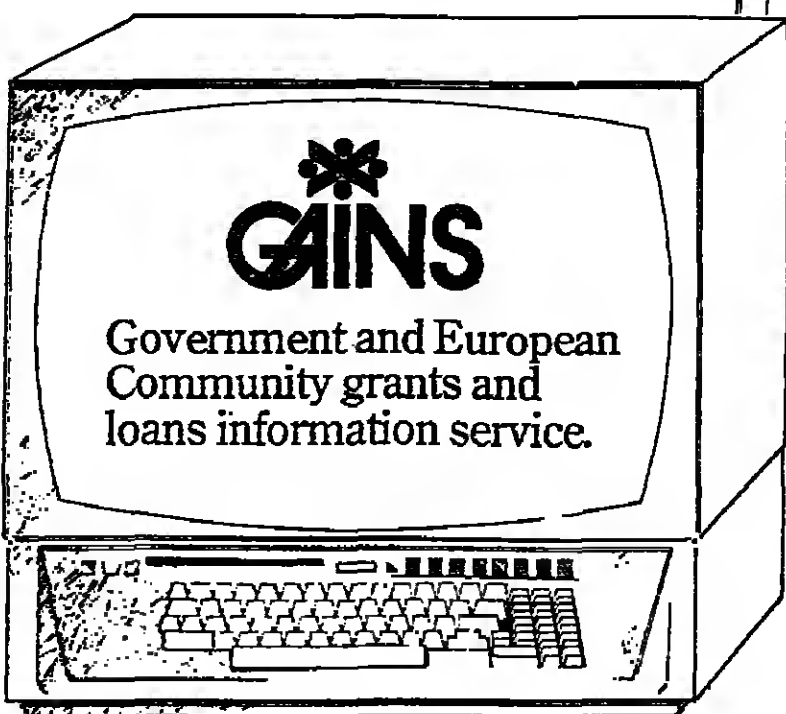
FT 14/12

## Three recent "FIRSTS" from Bank of Scotland



MONEY MARKET  
CHEQUE ACCOUNT

The first high interest  
Cheque Account from  
a Clearing Bank.



GAINS  
Government and European  
Community grants and  
loans information service.



HOME LINK  
Bank of Scotland,  
Nottingham Building  
Society and British  
Telecom join together to  
provide the first home  
banking service.

**BANK OF SCOTLAND**  
"The Innovative Bank"  
The Mound, Edinburgh EH1 1YZ

## What and where: useful contacts

## INDUSTRIAL PROMOTION BODIES IN SCOTLAND

Scottish Development Agency (SDA)—Chief Executive: Dr George Mathewson. Investment: Donald Fiddes. Inward Investment (Locate in Scotland): Ian Robertson. Tel: 041-248 8000.

Scottish Development Agency Small Business Division—Director: Peter Carmichael. Tel: 031-343 1911.

SDA TASK FORCES  
Leith Project—Manager: Jim McFarlane. Tel: 031-554 9282.

Garnock Valley Task Force—Manager: Peter Scott. Tel: (0605) 683447.

Motherwell Project—Manager: Edward McHugh. Tel: (0698) 54626.

Dundee Project—Manager: Geoff Lonsdale. Tel: (0382) 20861.

Coatbridge Project—Manager: Bill Morrison. Tel: (0238) 24871.

HIGHLANDS AND ISLANDS DEVELOPMENT BOARD  
Inverness—Chairman: Robert Cowan. Tel: (0463) 234171.

REGIONS  
Borders Regional Council—Industrial Development Officer: Eric Elyers. Tel: St Boswells (0885) 23801.

Central Regional Council—Industrial Development Manager: James T. Cameron. Tel: Stirling (0786) 3111.

Dumfries & Galloway Regional Council—Industrial Development Officer: Alan J. Anderson. Tel: Dumfries (0387) 61769.

Fife Regional Council—Industrial Promotions Officer: David C. Ross. Tel: Glenrothes (0682) 754411.

Grampian Regional Council—Director of Development: Ronald Sampson. Tel: Aberdeen (0224) 648322.

Highland Regional Council—Director of Development: Peter Macdonald. Tel: Inverness (0463) 234121.

Lothian Regional Council—Industrial Development Manager: P. R. Burgess. Tel: Edinburgh 031-229 8282.

Strathclyde Regional Council—Chief Executive, Industrial Development Unit: Gareth Le Sueur. Tel: Glasgow 041-204 2900.

Tayside Regional Council—Development Officer: Howard J. Moody. Tel: Dundee (0382) 22821.

Western Islands Regional Council—Principal Development Officer: Ken Kennedy. Tel: Stornoway (0851) 3773.

Shetland Islands Council—Director of Research & Development: J. M. Burgess. Tel: Lerwick (0595) 3535.

Orkney Islands Council—Industrial Development Officer: Alan Foghill. Tel: Kirkwall (0858) 3585.

NEW TOWNS  
Cumbernauld Development Corporation—Industrial Advisor: William Riddell. Tel: Cumbernauld 023-67 21155.

East Kilbride Development Corporation—Director of Development: George Grassie. Tel: East Kilbride 035-62 41111.

Glenrothes Development Corporation—Industrial Development Officer: David Balfour. Tel: Glenrothes (0692) 754943.

Irvine Development Corporation—Industrial Development Officer: Peter Irvine. Tel: Irvine (0294) 214100.

Livingston Development Corporation—Commercial Director: James Pollock. Tel: Livingston (0506) 414177.

Enterprise Trusts  
Enterprise Trust (ASSET)—Director: Mary, Tel: Saltcoats (0294) 603315.

Kilmarnock Venture—Director: Willie McPhail. Tel: Kilmarnock (0563) 44902.

Glenrothes Enterprise Trust (GET)—Director: Brian Turnbull. Tel: Glenrothes (0692) 757903.

Falkirk Enterprise Action Trust (FEAT)—Director: John Jackson. Tel: Falkirk (0324) 22290.

Motherwell Enterprise Trust (MET)—Director: Andrew Christie. Tel: Motherwell (0698) 68333.

Ayr Local Enterprise Resources Trust (ALERT)—Director: Gerry Frew. Tel: Ayr (0292) 26131.

Bathgate Area Support for Enterprise (BASE)—Director: Michael Fass. Tel: Bathgate (5) 634024.

Glasgow Opportunities (GO)—Director: George Paterson. Tel: Glasgow 041-204 2121.

Edinburgh Venture Enterprise Trust (EVENT)—Chairman: Jack MacMillan. Tel: Edinburgh 031-226 5783/4/5.

Wigtown Rural Development Company—Managing Director: Bill Phillips. Tel: Newton Stewart (0671) 3434.

ENTERPRISE ZONES  
Clydebank Enterprise Zone—Project Manager: Paul Smith. Tel: Glasgow 041-953 0084/5/6.

Invergoron Enterprise Zone—Highlands & Islands Development Board, Area Development Officer: Archie McCreery. Tel: Alness (0349) 853666.

Tayside Enterprise Zone—Tayside Regional Council, Development Officer: Howard J. Moody. Tel: Dundee (0382) 22821.



## GIVING RETURN FARES A NEW MEANING!

We're the Scottish Transport Group. We employ 10,000 people directly. And thousands more indirectly by buying British wherever we can. Which happens to be over 95% of the time. Our activities cover passenger transport via bus and national coach as well as sea ferry services for people and vehicles. Plus a road haulage enterprise. On the subject of ferries, we've just launched a new one on the Clyde, at a cost of £7 million. Our current turnover is in excess of £160 million. The great majority of which goes back into the economy. Straight back. And a good thing, too.

**Scottish Transport Group**  
Carron House 114/116 George Street Edinburgh  
Tel: 031-226 7491

## STIRLING has always carried a lot of clout...no more so than today!

With history and beauty to stretch your imagination, with castles and computers spanning the centuries, Stirling capture all that's Scotland. Easy to reach by road, rail or air, it is a place to visit - and a place to stay!



For further information please contact:  
The Chief Executive, Stirling District Council,  
Municipal Buildings, Stirling FK8 2HU  
Tel: Stirling (0756) 3131

## Your sort of Golf and Country Club. In your sort of country.

At the Old Course, St. Andrews. As a setting for Scotland's most luxurious golf and country club, St. Andrews could scarcely be better. The royal and ancient game of golf is said to have originated in this beautiful, regal university town which stands on the charming east coast of the Kingdom of Fife. Fittingly, this exclusive £12 million club stands in the heart of the Old Course itself - the celebrated Road Hole, the most challenging par 4 in golf.

An observation lounge offers spectacular views of the course. Superb amenities include picture, Turkish baths, a swimming pool, steam room, massages, and solarium. Cuisine of the highest international standard is served in restaurants where the ambience is one of unshamed luxury. Service is peerless. And the Club's accommodation is superlative. To find out how all this can be yours, please telephone, or return the coupon below to Mr Frank Sheridan.

**Old Course Golf and Country Club**  
St. Andrews (0334) 74371.

Frank Sheridan, Chairman,  
Old Course Golf & Country Club, St. Andrews, Scotland.

Please send me information on the following:

- ☐ Individual Membership
- ☐ Corporate Memberships
- ☐ Conference Facilities

Name \_\_\_\_\_  
Address \_\_\_\_\_

THOUGH OVERSEAS visitors to Scotland account for only 9 per cent of the total number of holidaymakers in the country, they account for almost 30 per cent of the receipts. Last year foreign currency earnings totalled £210m, continuing the industry's remarkably good year in 1981, despite the recession.

North Americans form the largest single category of overseas visitors, not all of them trying to discover where their ancestors did at Bannockburn. Despite popular misconceptions about the country - put about by Scots rather than less culpable foreigners - there is far more to a Scottish holiday than Celtic Twilight and the Loch Ness Monster.

For its size, Scotland is an amazingly diverse country. In its history, topography, climate and the character of the people. Few outsiders realise that so many various cultures went into the making of the Scots, and it surprises new visitors that within an hour's drive one can go from rolling farmland to awesome mountain scenery, or to beaches of amazing whiteness and of such a size that many of them could comfortably accommodate the population of a sizeable town.

There is really no such thing as the Scottish nation, Cliff Hanley, a well-known journalist and author, once remarked. Rather, it is the Disunited Kingdom of Scotland that we should refer to. Orcadians and Shetlanders, though lumped with the rest of the country for convenience, don't even call themselves Scots.

Other regions are equally diverse, in scenery, culture, facilities, and food. Along with accommodation and the weather, food is something of a self-deprecatory jibe among Scots, and undeservedly. Never what one would consider, from the outside to be a gourmet's paradise, the country has a strong culinary tradition which has been largely ignored by the natives, particularly in the large towns. Until about 15 years ago one ate unsuccessful attempts at foreign dishes or meals. Or, of course, one could choose a really good restaurant, at any price level, and eat very well.

It's still easy to get a poor meal in Scotland, as anywhere else, but the chances are far fewer than they were because of the improvement resulting, during the last few years, in high praise for the general level of ingredients, preparation, cooking and presentation.

Poor presentation has been the bane of the industry. Cheerless hotels have deserved the worst invective that disappointed visitors could produce. The Scottish Tourist Board and the Highlands and Islands Development Board, which between them promote Scottish tourism with the help of the British Tourist Authority, have raised standards immeasurably in the last few years. Encouragement and chivvying rather than direct coercion have worked the change.

Value for money is what the Scottish Tourist Board and Highlands and Islands Board are aiming at, whether the tourist wants simple bed and breakfast or the comforts of a top-line hotel. It's a campaign that has worked well, even in self-catering holiday homes, the fastest-growing area of tourism in Britain as a whole.

There is a widening range of activities for the holidaymaker, depending on the time of year. Skiing facilities are excellent, and being constantly improved.

Two changes will help. Recently, promotion was partly devolved from the Scottish Tourist Board's headquarters to local tourist committees. It will take a season for results to come through, but the early months have been encouraging. In addition, when the Tourism (Overseas Promotion) (Scotland) Bill is enacted, the STB will be empowered to supplement the BTA's overseas sales promotion effort, helped by an additional annual grant of £200,000. It is not a great deal, but it is a start.

Tourism runs behind oil and whisky as Scotland's third largest earner of foreign currency, and while it will never rival either in the medium term, it provides the equivalent of 50,000 jobs which are much needed north of the Border.

It is very important to the Scottish economy that visitors should come in ever larger numbers. But as one hotelier pointed out, "They'll only come if we start by making the effort. We relied far too long on kilts and haggis. Now it's the best standard, and nothing less."

Overseas visitors provide almost 30 per cent of receipts, as Andy McElroy reports

## Boost to tourist income

Alan Devereux (right) is behind efforts by the Tourist Board, working with the Highlands and Islands Board, to make Scottish holidays value for money. The country's diversity lends itself to promotion but it has taken considerable efforts to improve what is generally offered by hotels and restaurants.

Sailing has taken a leap as a summer and autumn pastime with the expansion of hire fleets. Surfing and skin-diving, fishing, a starting, golf and dozens of other sports are on offer.

Less energetic visitors can spend their time just walking, on the beach or the heather, exploring the town and cities and also visiting everything from an art gallery (the remarkable Burrell Collection in Glasgow) to an aircraft museum (the Strathallan Collection) a wildlife park and an ancient burial chamber.

The country has tried to provide something for every taste by investing money and real effort. It has produced results. Total tourist revenue is running at £760m, and the signs are that it will grow fairly rapidly.

Two changes will help. Recently, promotion was partly devolved from the Scottish Tourist Board's headquarters to local tourist committees. It will take a season for results to come through, but the early months have been encouraging. In addition, when the Tourism (Overseas Promotion) (Scotland) Bill is enacted, the STB will be empowered to supplement the BTA's overseas sales promotion effort, helped by an additional annual grant of £200,000. It is not a great deal, but it is a start.

Tourism runs behind oil and whisky as Scotland's third largest earner of foreign currency, and while it will never rival either in the medium term, it provides the equivalent of 50,000 jobs which are much needed north of the Border.

It is very important to the Scottish economy that visitors should come in ever larger numbers. But as one hotelier pointed out, "They'll only come if we start by making the effort. We relied far too long on kilts and haggis. Now it's the best standard, and nothing less."

The company was identified by Dr David Milne of the Wolfson Institute and will-unlike many multinational subsidiaries-continue a research and development facility, drawing on the Wolfson's and other academic resources.

Scotland now employs 40,000 people in electronics. It is estimated that by 1985 they will produce more than half the UK's entire output of microchips. Mr Cameron McFall, the SDA's electronics director, now believes that the industry is big enough to sustain reproducing itself as contractors and sub-contractors are spawned by the large plants.

John Lloyd

tronic was a local one, a contract to provide terminals for the Clydesdale Bank, one of the three Scottish clearing banks. But Smeaton knows there are few similar clients in the region.

He says he has found some short-sighted views within industry about using and experimenting with new technology.

Even the fast-moving world of North Sea oil development has proved to be remarkably conservative on the whole when considering adaptations and new equipment, he says.

Injecting realism into the industry too has been the nature of the multi-nationals in Scotland. Smeaton notes that only a certain strata of service and product contracts can be decided in Scotland by the management of these big companies.

More profound forms of co-operation in the field of product development, or joint ventures requires a circuitous series of negotiations with head office in the U.S. or a regional headquarters in Europe.

But to Smeaton any of these obstacles can be overcome with the right attitude on the part of his own management and employees. He has a policy of keeping staff informed with regular sessions with the management of the affiliated companies, to look for new ways of communicating and to sort out managerial weaknesses.

Mark Meredith

## University departments linked with companies Multi-nationals behind electronics success

THE ELECTRONICS industry in Scotland has been a success story and its successes are far from over. However, much of the industry is foreign, especially U.S.-owned, and while there are signs of an indigenous industry growing, it has some way to go before it justifies claims sometimes made for it that it is a Caledonian version of California's Silicon Valley.

The origins of the industry lie in the twin initiatives of UK companies, such as Ferranti and Marconi, establishing defence electronics plants after the 1939-45 war; and in the success of the then development authorities in attracting U.S. electronics multi-nationals, such as IBM, Burroughs and NCR, to set up plants in Scotland.

The continuing success of these companies still provides the backbone for the industry. For example, IBM's Greenock plant has now been switched to production of its successful personal computer, now establishing itself as a market leader while Ferranti's continued if quiet success in defence and custom-made chip technology has secured it a major place in that highly specialised and growing market.

Scotland's New Towns - especially East Kilbride, Glenrothes, and Livingston - have become minor centres of the electronics industry. In East Kilbride, Motorola has established one of the biggest semiconductor plants in Western Europe. Other companies in the electronics field include Paladin (medical electronics) and Heraeus Quartz, a local company which has started to make glass for semi-conductors.

Peel Park is being developed as a "high technology campus,"

the National Engineering Laboratory is headquartered in the town, and research centres such as the Wolfson Institute, the Glasgow/Strathclyde University science park and Paisley College's micro-electronic educational development centre are relatively close.

In Glenrothes, one of the first of the New Towns, the electronics industry has taken deep roots; the development corporation is now attempting to build on the local skills by creating an "avionics centre," claiming to be the country's first "fly-in" service base created from scratch.

Market leader

The town is clearly a healthy environment for electronics entrepreneurs: Rodime, established in 1970 by former employees of the Burroughs plant in Glenrothes (now closed) has become in three years a market leader in disc memories and has annual sales of £20m.

In Livingston, companies such as Marconi, Ferranti, Digital, Tektronix and Memorex have established plants; and the Kirkton Campus, one of its eight industrial estates, provides special research and development facilities and links with the nearby Heriot Watt and Edinburgh Universities.

The part played by Scotland's universities is an important one in this context. The older universities - Edinburgh, Aberdeen and Glasgow (though not based in Scotland) have built up departments or institutes of advanced electronics research.

Edinburgh, with its Wolfson Institute and its research into artificial intelligence, is particularly well placed. The U.S. computer company, Wang, has located a new facility at Stirling University.

The Scottish Development Agency, which has taken on an electronics division in order to remain abreast of the technology and of developments within it, remains successful in attracting inward investment from electronics companies. A recent example has been International Microelectronics Products, a California-based microchip company which hopes to establish a plant in Scotland employing 1,000 by 1986.

In this case, INP came to Scotland as part of a deal: the SDA took a £820,000 equity stake in the company in return for an undertaking that Scotland would be its overseas base - the fortunate location probably being Livingston. INP, which makes and designs integrated circuits, will join such established chip companies as Motorola, National Semiconductor, Hughes Microelectronics and the Japanese company NEC.

The company was identified by Dr David Milne of the Wolfson Institute and will-unlike many multinational subsidiaries-continue a research and development facility, drawing on the Wolfson's and other academic resources.

Scotland now employs 40,000 people in electronics. It is estimated that by 1985 they will produce more than half the UK's entire output of microchips. Mr Cameron McFall, the SDA's electronics director, now believes that the industry is big enough to sustain reproducing itself as contractors and sub-contractors are spawned by the large plants.

John Lloyd

tronic was a local one, a contract to provide terminals for the Clydesdale Bank, one of the three Scottish clearing banks. But Smeaton knows there are few similar clients in the region.

He says he has found some short-sighted views within industry about using and experimenting with new technology.

Even the fast-moving world of North Sea oil development has proved to be remarkably conservative on the whole when considering adaptations and new equipment, he says.

Injecting realism into the industry too has been the nature of the multi-nationals in Scotland. Smeaton notes that only a certain strata of service and product contracts can be decided in Scotland by the management of these big companies.

More profound forms of co-operation in the field of product development, or joint ventures requires a circuitous series of negotiations with head office in the U.S. or a regional headquarters in Europe.

But to Smeaton any of these obstacles can be overcome with the right attitude on the part of his own management and employees. He has a policy of keeping staff informed with regular sessions with the management of the affiliated companies, to look for new ways of communicating and to sort out managerial weaknesses.

Mark Meredith

the National Engineering Laboratory is headquartered in the town, and research centres such as the Wolfson Institute, the Glasgow/Strathclyde University science park and Paisley College's micro-electronic educational development centre are relatively close.

In Glenrothes, one of the first of the New Towns, the electronics industry has taken deep roots; the development corporation is now attempting to build on the local skills by creating an "avionics centre," claiming to be the country's first "fly-in" service base created from scratch.

Market leader

The town is clearly a healthy environment for electronics entrepreneurs: Rodime, established in 1970 by former employees of the Burroughs plant in Glenrothes (now closed) has become in three years a market leader in disc memories and has annual sales of £20m.

In Livingston, companies such as Marconi, Ferranti, Digital, Tektronix and Memorex have established plants; and the Kirkton Campus, one of its eight industrial estates, provides special research and development facilities and links with the nearby Heriot Watt and Edinburgh Universities.

The part played by Scotland's universities is an important one in this context. The older universities - Edinburgh, Aberdeen and Glasgow (though not based in Scotland) have built up departments or institutes of advanced electronics research.

Edinburgh, with its Wolfson Institute and its research into artificial intelligence, is particularly well placed. The U.S. computer company, Wang, has located a new facility at Stirling University.

The Scottish Development Agency, which has taken on an electronics division in order to remain abreast of the technology and of developments within it, remains successful in attracting inward investment from electronics companies. A recent example has been International Microelectronics Products, a California-based microchip company which hopes to establish a plant in Scotland employing 1,000 by 1986.

In this case, INP came to Scotland as part of a deal: the SDA took a £820,000 equity stake in the company in return for an undertaking that Scotland would be its overseas base - the fortunate location probably being Livingston. INP, which makes and designs integrated circuits, will join such established chip companies as Motorola, National Semiconductor, Hughes Microelectronics and the Japanese company NEC.

The company was identified by Dr David Milne of the Wolfson Institute and will-unlike many multinational subsidiaries-continue a research and development facility, drawing on the Wolfson's and other academic resources.

Scotland now employs 40,000 people in electronics. It is estimated that by 1985 they will produce more than half the UK's entire output of microchips. Mr Cameron McFall, the SDA's electronics director, now believes that the industry is big enough to sustain reproducing itself as contractors and sub-contractors are spawned by the large plants.

John Lloyd

tronic was a local one, a contract to provide terminals for the Clydesdale Bank, one of the three Scottish clearing banks. But Smeaton knows there are few similar clients in the region.

He says he has found some short-sighted views within industry about using and experimenting with new technology.

Even the fast-moving world of North Sea oil development has proved to be remarkably conservative on the whole when considering adaptations and new equipment, he says.

Injecting realism into the industry too has been the nature of the multi-nationals in Scotland. Smeaton notes that only a certain strata of service and product contracts can be decided in Scotland by the management of these big companies.

More profound forms of co-operation in the field of product development, or joint ventures requires a circuitous series of negotiations with head office in the U.S. or a regional headquarters in Europe.

But to Smeaton any of these obstacles can be overcome with the right attitude on the part of his own management and employees. He has a policy of keeping staff informed with regular sessions with the management of the affiliated companies, to look for new ways of communicating and to sort out managerial weaknesses.

Mark Meredith

## SCOTLAND IV

Overseas visitors provide almost 30 per cent of receipts, as Andy McElroy reports

## Boost to tourist income

Alan Devereux (right) is behind efforts by the Tourist Board, working with the Highlands and Islands Board, to make Scottish holidays value for money. The country's diversity lends itself to promotion but it has taken considerable efforts to improve what is generally offered by hotels and restaurants.

Sailing has taken a leap as a summer and autumn pastime with the expansion of hire fleets. Surfing and skin-diving, fishing, a starting, golf and dozens of other sports are on offer.

Less energetic visitors can spend their time just walking, on the beach or the heather, exploring the town and cities and also visiting everything from an art gallery (the remarkable Burrell Collection in Glasgow) to an aircraft museum (the Strathallan Collection) a wildlife park and an ancient burial chamber.

The country has tried to provide something for every taste by investing money and real effort. It has produced results. Total tourist revenue is running at £760m, and the signs are that it will grow fairly rapidly.

Two changes will help. Recently, promotion was partly devolved from the Scottish Tourist Board's headquarters to local tourist committees. It will take a season for results to come through, but the early months have been encouraging. In addition, when the Tourism (Overseas Promotion) (Scotland) Bill is enacted, the STB will be empowered to supplement the BTA's overseas sales promotion effort, helped by an additional annual grant of £200,000. It is not a great deal, but it is a start.

Tourism runs behind oil and whisky as Scotland's third largest earner of foreign currency, and while it will never rival either in the medium term, it provides the equivalent of 50,000 jobs which are much needed north of the Border.

It is very important to the Scottish economy that visitors should come in ever larger numbers. But as one hotelier pointed out, "They'll only come if we start by making the effort. We relied far too long on kilts and haggis. Now it's the best standard, and nothing less."

The company was identified by Dr David Milne of the Wolfson Institute and will-unlike many multinational subsidiaries-continue a research and development facility, drawing on the Wolfson's and other academic resources.

Scotland now employs 40,000 people in electronics. It is estimated that by 1985 they will produce more than half the UK's entire output of microchips. Mr Cameron McFall, the SDA's electronics director, now believes that the industry is big enough to sustain reproducing itself as contractors and sub-contractors are spawned by the large plants.

John Lloyd

tronic was a local one, a contract to provide terminals for the Clydesdale Bank, one of the three Scottish clearing banks. But Smeaton knows there are few similar clients in the region.

He says he has found some short-sighted views within industry about using and experimenting with new technology.

Even the fast-moving world of North Sea oil development has proved to be remarkably conservative on the whole when considering adaptations and new equipment, he says.

Injecting realism into the industry too has been the nature of the multi-nationals in Scotland. Smeaton notes that only a certain strata of service and product contracts can be decided in Scotland by the management of these big companies.

More profound forms of co-operation in the field of product development, or joint ventures requires a circuitous series of negotiations with head office in the U.S. or a regional headquarters in Europe.

But to Smeaton any of these obstacles can be overcome with the right attitude on the part of his own management and employees. He has a policy of keeping staff informed with regular sessions with the management of the affiliated companies, to look for new ways of communicating and to sort out managerial weaknesses.

Mark Meredith



PROFILE: ALAN DEVEREUX OF THE SCOTTISH TOURIST BOARD

## Improving standards

FEW SCOTS would have anticipated that the chairmanship of the Scottish Tourist Board would fall four years ago to a man who was an engineer by training and is, above all, an Englishman.

Alan Devereux proved the doubters wrong and has been doing it ever since. From the beginning his presence in the board's Edinburgh headquarters is joyfully known.

After three years in the chair he is still an unexpected person to find there. Now slightly past the age of 50, he retains the sparkle, enthusiasm and drive of a younger man.

Over the years he has absorbed the skills of a seasoned diplomat. He reads and handles people well, so long as they go along with his enthusiasm for his job. As a totally committed salesman for Scotland, he expects no less from his staff.

His public face became apparent through membership of the Confederation of

British Industries from 1972. Subsequently, he became a member of the Scottish Development Agency, chairman of the Scottish Industries Council for the Rural Areas of Scotland, and a member of the British Tourist Authority.

Drawing on this experience he has been able to see and infuse a new sense of purpose into the STB. Although he has been very effective in his term of office, especially in improving standards of food and accommodation, he believes that resting on past successes is a mistake and can bring only deterioration.

From a 1982 overseas earnings base of £210m he wants to reach a level of at least £250m within five years. In the middle of a deep recession this may seem excessively optimistic but in 1981 and 1982 earnings rose, against the odds, in excess of 10%.

"We must keep improving standards. It's not enough to say that food and accommodation are better than they were last year. They have to be better than our competitors can offer. That's the standard," he says.

"If we try to compete with the Costa whatever or the Mediterranean, we'll fail. We can't offer what they have to offer but we can offer something better - much better."

World that more Scots spoke like him.

A.M.



Wandering on Loch Earn. There is a widening range of holiday activities

## ADVERTISEMENT

### NEWS REVIEW

#### BUSINESS

##### Ferranti in Scotland

Industrial lasers  
Ferranti plc has acquired the assets of Flexible Laser Systems Limited of Southampton, England. The company will be integrated with the Laser Group of Ferranti Professional Components Department. The acquisition provides the basis for a manufacturing facility to produce a series of robots incorporating the company's 400-400 Watt or MFK-12 kW, CO<sub>2</sub> industrial lasers.

#### Communication

In its first year of collaboration with GTE Telecommunications of Milan, Ferranti Communications Systems Group in Edinburgh announces orders for transmission products approaching £1m sterling. Customers include British Telecom, Mercury Communications, the Ministry of Defence and a number of the major UK Public Utilities.

#### Electro-optics

In the face of strong U.S. competition, the Ferranti Type 117 Laser Designator/Ranger developed by Electro-optics Department, has been chosen by Ford Aerospace and Communications Corporation as part of the FLIR (Forward-Looking Infra-Red) pod for the U.S. Navy's F/A-18 Hornet aircraft.

#### Offshore

Ferranti Offshore Systems Limited has been awarded a substantial contract by Shell UK Exploration and Production for a computer based telemetry system to be installed on the Shell/Eso North Cormorant offshore oil production platform.

#### AVIONICS

##### Sea Harrier success

A multi-million pound contract, one of the largest for many years, has been won by Ferranti Scottish Group. The Radar Systems Department has been selected by the Ministry of Defence as the sole contractor for a major programme of work leading to the production of a new pulse-Doppler radar in-gym for the Sea Harrier aircraft. Demand for the radar has come about partly from the new role the Sea Harrier was forced into playing during the Falklands conflict. The new system has a powerful air-to-air capability as well as a very good air-to-surface performance. It will be able to look down at low flying aircraft while the programmeable signal processor will provide increased counter measures, resistance and track-and-scan capability. The contract was won in the face of strong competition and is expected to create more jobs as the development comes on stream.

#### NAVIGATION

##### Leading the way

The Navigation Systems Department of Ferranti Scottish Group has developed FINIS, a new, compact, general purpose inertial navigation system with a performance comparable to that of larger, more expensive inertial navigation systems. Designed primarily for naval use, FINIS is ideally suited for fitting in submarines and smaller surface vessels where space is at a premium. FINIS has been designed using experience gained in the development and manufacture of high-accuracy inertial systems for aircraft navigation, satellite guidance and offshore position and motion sensing. It is capable of determining its position to within 1.7mm CEP after 24 hour operation following alignment. Apart from its high accuracy, one of its main design features is its high degree of reliability, with a mean time between failures of 4,000 hours. Navigation Systems Department is well established as Europe's leader in designing and manufacturing inertial systems for aircraft. Ferranti IN systems are fitted in the Harrier, Torpedo, Jaguar, Nimrod, Phantom, Sea Harrier and Mitsubishi F-1. It is from these systems that FINIS has been developed, using well proven components in the inertial platform.

The good news is FERRANTI Selling technology



## SCOTLAND V

## Concern that oil industry should thrive

SCOTLAND HAS done well by North Sea oil but there is a growing feeling that oil could do still better for Scotland. The Scots harbour some strong pro-oil sentiments about oil north of the border and not just because the bulk of North Sea oil production is in Scottish waters. The world oil industry really got its start in Scotland when a Scottish chemist James Watson Young produced oil from shale in Lothian and Lanarkshire in the last century. Today this industry in Scotland directly provides about 5 per cent of the employment. About 60,000 jobs are provided directly and another 25,000 to 40,000 jobs benefit from a decade of development.

Oil has blessed Aberdeen, once mainly a fishing port, with undreamed of prosperity bringing an estimated 500 companies and some 40,000 jobs to the surrounding Grampian region. The city reflects the bustle of a thriving industry. But behind the scenes within the industry itself and among the Government's industrial promotion bodies is a feeling that unless the onshore industry gears itself to an industry of the future, the very little will be left when the oil reserves run down.

### Encourage

The Offshore Supplies Office of the Department of Energy actively encourages the development of oil technology in Britain by the oil companies. A big company may find it does not receive a licence to develop an offshore field if its past performance in handling down research and development work to UK companies does not pass muster.

Later this month events will move a step further. While on one track the government monitors and cajoles industry to develop an oil industry with longer term prospects, a new move is afoot to encourage applications of Scotland's industrial resources in this field.

Public and private sector interests have formed an oil advisory group which will examine an initial study of the potential for further industrial progress in offshore industries. Though the ideas are still in their early stages, a strategy could well emerge which co-ordinates private and public sector bodies and university resources to make greater inroads in areas which have often been dominated by American and other foreign companies.

The arguments supporting this

strategy goes like this: new expansion is about to take place in the North Sea following the Government tax stimulus in the last Budget.

Mr Alick Buchanan-Smith, Minister of State for Energy, has predicted that about 30 oil and gas projects would come under consideration in the next two years. Much of this exploration will be in even more unfriendly waters of the North Sea and eastern Atlantic than have been encountered so far.

The in turn will require new techniques and equipment which should be developed in Britain to meet these needs and which could be exported to other offshore developments in exposed waters such as the western Atlantic and South China Sea.

According to one estimate, £600m will need to be invested in exploration and development to keep the UK self-sufficient in oil until the turn of the century.

And with about 40 per cent of the world oil reserves thought to lie offshore, experience in the North Sea should give onshore industries an encouragement to participate in a worldwide market worth perhaps £4.6bn a year.

Government statistics show that over 70 per cent of the orders for oil and gas development on the UK Continental shelf go to companies in the UK. That is £1.64bn out of £2.26bn spent last year.

Much of this revenue must come to Scotland although it is hard to quantify owing to the number of subsidiary companies of both English and foreign companies based in the North-East.

The need to market Scotland better as an offshore oil has also taken another step. Consultants' study has underlined the usefulness of an oil trade centre in Aberdeen to act as a market place and showcase for British oil companies trying to penetrate this difficult field.

According to backers of the trade centre, the industry is too fragmented and often unaware of opportunities available or not even able to spot various restraints on growth.

An essential area for interaction in Scotland in the coming years will be the application of the region's electronics industry, another major employer, to offshore technology.

Here is a field that has developed very recently with hundreds of possible applications in micro-electronics, instrument control systems and monitoring equipment.

The Scottish Development



Platform in the Tarta Field, 110 miles off Aberdeen. There is a need to market Scotland's oil expertise.

Agency, one of the main forces studying the marketing proposals, has for some time been promoting links within the electronics industry. It is a difficult business, at times balancing government promotion with the more spontaneous market forces of the private sector. But like many other areas of industry in Scotland, it seems that much of the initiative will have to be taken by the public sector.

Computer companies are now resident in Aberdeen and service a computer service market worth possibly £100m last year according to System Designers one of the companies with a base in Scotland. There will likely be more

promotion of the research done by Scotland's universities. Aberdeen University is ideally located, Heriot-Watt in Edinburgh has its Institute of Offshore Engineering and the University of Glasgow's Marine Technology Centre has just received a grant from the Science and Engineering Research Council for work in naval architecture and ocean engineering and mechanical engineering.

Among areas which require further research and development are manned seabed modules for oil production at depths of 2,000 feet and new ways of enhancing oil recovery.

Mark Meredith

Efforts to develop the forests have led to a key project

## Fillip for wood products

WOOD PRODUCTS should be a natural for Scotland. Here is the last uncommitted forest resource in Western Europe with much of its woodland approaching maturity. Surely this would spell success for downstream activities such as pulp and paper and timber.

The supporting argument goes further: Britain imports 92 per cent of its timber. Some wood is even exported to be brought back again as pulp for papermaking. And timber values, according to one estimate, could increase by 150 per cent over the next 50 years.

In fact, the history of Scotland's forest products industry is a disappointing one. In 1980, Wiggins Teape shut its pulp mill at Fort William in the Highlands with the loss of 480 jobs—a heavy blow in employment terms for a sparsely populated area with few work alternatives.

Then came the closure of Scotboard, a chipboard manufacturer in Irvine, and the collapse of Scottish Timber Products, another chipboard producer at Cowie near Stirling. Since then, the West German Bison Werke has bought up the chipboard companies' assets and resumed production.

Like so many of the industrial initiatives in Scotland, it fell largely to the public sector to

look for ways of stimulating the development of the 557,000 hectares (Nearly as much as the forests of England and Wales together).

The results of this new effort to market the forests and encourage their development started to come through last month. It was only one project but a key one. Highland Forest Products, a new company announced it had found the £12.5m it needed to finance a plant near Inverness to make structureboard. Not just the company but the product was significant in this case.

For the first time in the UK and perhaps for the first time in Europe, full production was planned for a plywood substitute.

Structureboard is claimed to be cheaper than plywood and stronger than chipboard. Over the past five years 25 plants making structureboard orientated strand board—or even waferboard as it is known—have grown up in North America.

The plants reduce timber to strands of wood fibre about three to five inches long. These are then "oriented" or lined up in various directions so that when bonded with resin they will provide strength.

Chipboard, manufactured with tiny particles of wood, lacks this longitudinal and lateral

strength. At the same time, the use of the strand means that more of the tree can be used whereas with plywood whole strips are required to produce the necessary finish.

Mr John Godfrey, the 35-year-old American, who is managing director of Highland Forest Products, has as his principal target the estimated 1m cubic metres of plywood imported into Britain.

### Anxiety

Structureboard has its main uses as a plywood substitute for building, concrete shuttering and crating. But Mr Godfrey hopes to take a 15 to 20 per cent share of the do-it-yourself market for this type of board.

The make-up of the finance for the new company reflected the anxiety felt by the Scottish institutions about the industry's future.

Apart from Ivory and Sime, the specialised fund managers in Edinburgh, there was little private sector interest in putting up funds.

Other key backers were 31. Mr Godfrey himself, and a 17.8 per cent held by Scottish Co-ordinated Investment and Britcom Investments, subsidiaries of British and Commonwealth Shipping.

There could be competition for Highland Forest Products

from Caberboard near Stirling which is also trying to raise the funds to bring in structureboard equipment from the Continent where it had been used for demonstration purposes.

The project in the Highlands has delighted the Scottish Forest Products Group which combines the public sector industrial promotion bodies of the Scottish Development Agency and the Highlands and Islands Development Board with the Forestry Commission and the private sector woodland owners. There is also hope for more sawmills and more encouragement to the downstream industries of forestry equipment manufacturing in Scotland.

But the greatest hope is for a pulp mill to use the wood of the west Highlands.

The Wiggins Teape mill turned out to be of the wrong scale and using the wrong process for the type of paper produced at the adjacent mill in Fort William.

It was a bitter lesson—one which many said showed pulp production should be left to the Scandinavians. But the in-depth study of the industry, the resource and its potential has helped provide a fuller picture for any new pulp mill proposals.

M.M.

# Vernons and Restormel Borough used it carefully!

...and as a result, they're the winners of this year's Gas Energy Management Awards for industry and commerce.

Every year the gas people present these awards to those organisations which, working in partnership with the Technical Consultancy Service engineers of their Gas Region, are judged to have made the most significant contribution to energy conservation.

### GEM Award for Industry.

Vernon & Company (Pulp Products) Ltd, of Bolton, produce a range of high quality disposable items for hospitals under the brand name of Vernaid.

They are made by an ingenious process using reclaimed cellulose fibre derived from newspapers!

Energy used for drying accounts for 20% of Vernon's product costs, so they are very energy-conscious and, working closely with the engineers from the North West Gas Technical Consultancy Service, have adopted a wide range of energy management ideas which have resulted in a 25% fuel saving.

A further TCS project is

being considered which could lead to even greater savings.

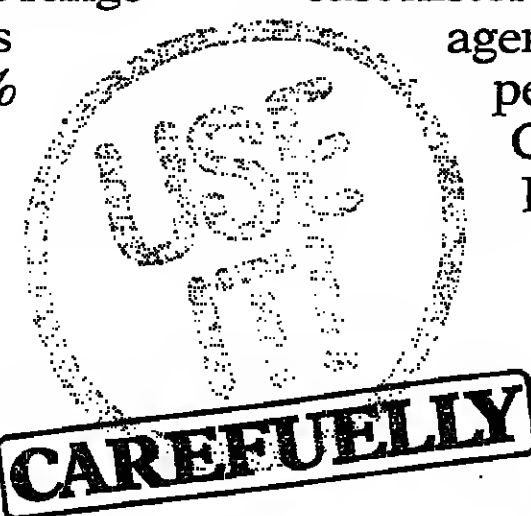
### GEM Award for Commerce.

At St Austell, in Cornwall, in the Borough of Restormel is the Polkyth Leisure Centre. It is a multi-purpose sports complex built in 1974/75 and includes a swimming-pool, squash courts, general sports hall, sauna and solarium.

Naturally, a lot of energy is used here, and the Borough Council, being cost-conscious, consulted the Technical Consultancy Service Engineers at South West Gas about the recovery of waste heat. Several schemes were considered and a gas engine-driven heat pump was installed which, with other measures, has resulted in an overall saving of 72%.

### Profit from our experience.

If these high efficiency achievements interest you, you owe it to yourself, and your shareholders or ratepayers, to find out more. For details of these and other case histories from the Gas Energy Management Awards, write to the gas people—British Gas, Technical Consultancy Service, 326 High Holborn, London WC1V 7PT.



CAREFULLY

Gas

WONDERFUEL GAS - FROM THE GAS PEOPLE

## Coal orders cut worries miners

PITY THE Scottish miner. Nearly all his coal goes to Scotland's power stations and now the electricity board has cut its annual order by almost half.

This at a time when the miners nationwide are carrying out an overtime ban to press a wage claim and while the Scottish miners are feeling the sharp end of the National Coal Board's regional office drive on productivity. The miners union, traditionally one of the most militant and best organised, appears to be on the defensive. But so does the industry north of the border.

After a two-year period, a new rash of closures added to the worries of the miners. Kinnell, a development pit due to run underneath the Firth of Forth to the Longannet complex on the north side, was closed because of serious geological faults. This was followed by the closures of Highhouse and Sorn in Ayrshire and Cerdoun colliery east of Glasgow.

The uncertain future of steel in Scotland also has a direct bearing on the outlook for coal. Nearly all the output of the Polkemmet colliery in Lanarkshire is sent to the Ravenscraig works.

The news from the South of Scotland Electricity Board has added to the gloom. The board wants 4.2m tonnes of coal in 1983 for its four coal-fired power stations compared with 5.2m tonnes last year and 7.5m tonnes in 1981.

The deal followed the end of a five-year government subsidy to encourage more use of coal for power generation. About 60 per cent of power requirements for the South of Scotland Electricity Board comes from coal-powered stations and the remainder from the Hunterston nuclear complex on the Clyde coast.

Requirements for coal have been reduced by a drop in demand and a drop in the amount of power required by the North of Scotland Hydro Board, which last year imported over half its requirements from the South of Scotland.

But this year will be a net exporter of electricity.

Last year Peterhead power station north of Aberdeen began power generation using natural gas liquids fed in from the St Fergus gas terminal. The station currently produces about half the North of Scotland Board's output but this amount could vary in future as the gas liquids are eventually to be fed down a pipeline to the Mossburn gas separation plant due to come on stream in Fife next year.

To compensate for the drop in orders the coal board in Scotland is looking for export possibilities and has its sights on Northern Ireland which may convert its Kilroot station from oil to coal.

Campaign Within Scotland too the Coal Board has an active campaign going to win over industries to convert from oil to coal.

At the same time, Scotland has apparently been singled out by the board for a tougher approach to improving productivity.

Output per man-shift in Scotland is currently about 2.30 tonnes compared with a national average of 3.17 tonnes, the NCB says.

The productivity drive has angered the Scottish miners and their union leader, Mr Mick McGahay, who charges that the coal board has bypassed established negotiating procedures in sending directly to individual miners letters which threaten dismissal unless they improve their working practices.

Another board move which angered the union, and provoked a strike at Monktonhall Colliery near Edinburgh, was a decision to approach men over 50 for the first time and offer them voluntary redundancies.

The failure to mobilise strike action from the 14,000 miners to prevent the closure of Kinnell or Cerdoun did much to temper the union readiness to use industrial action to protect pits north of the border.

M.M.



## MANAGEMENT

FOR almost two decades America's top management consultancies have hyped "scientific" analysis techniques as being critical to the businessman's universal quest for ideal combinations of products and markets. Now, all of a sudden, they and their European offshoots are clamouring about the altogether "softer" concepts of "culture," "change" and "implementation."

The language is frequently anthropological (rites, rituals and so on) and focuses no longer on the external market place but on what, if anything, managers can do to resolve the internal problems of their organisations.

This radical shift is welcome, and well overdue. But can the consulting firms deliver what more and more of them are starting to promise?

Implicit in their communal message is that:

● For a company, culture (having it, getting it, shaping it) is an important strategic matter.

● Diagnosing and understanding culture is scientifically and operationally possible.

● Consultants who possess this analytical and diagnostic competence can help companies become more strategically effective.

Given certain assumptions—the right consultants, the right problem, the right client, the right expectations, and the right time framework—all three implications could be true. Yet it is precisely these assumptions that give rise to doubts.

The first concerns the very nature of corporate culture and how difficult it is to change it. Most companies which have been successful in the past still are, develop, a strong "culture." Whether the folk tales, war stories or mythologies are about Honda, Marks and Spencer, or IBM, employees largely believe in the stories and the heroes.

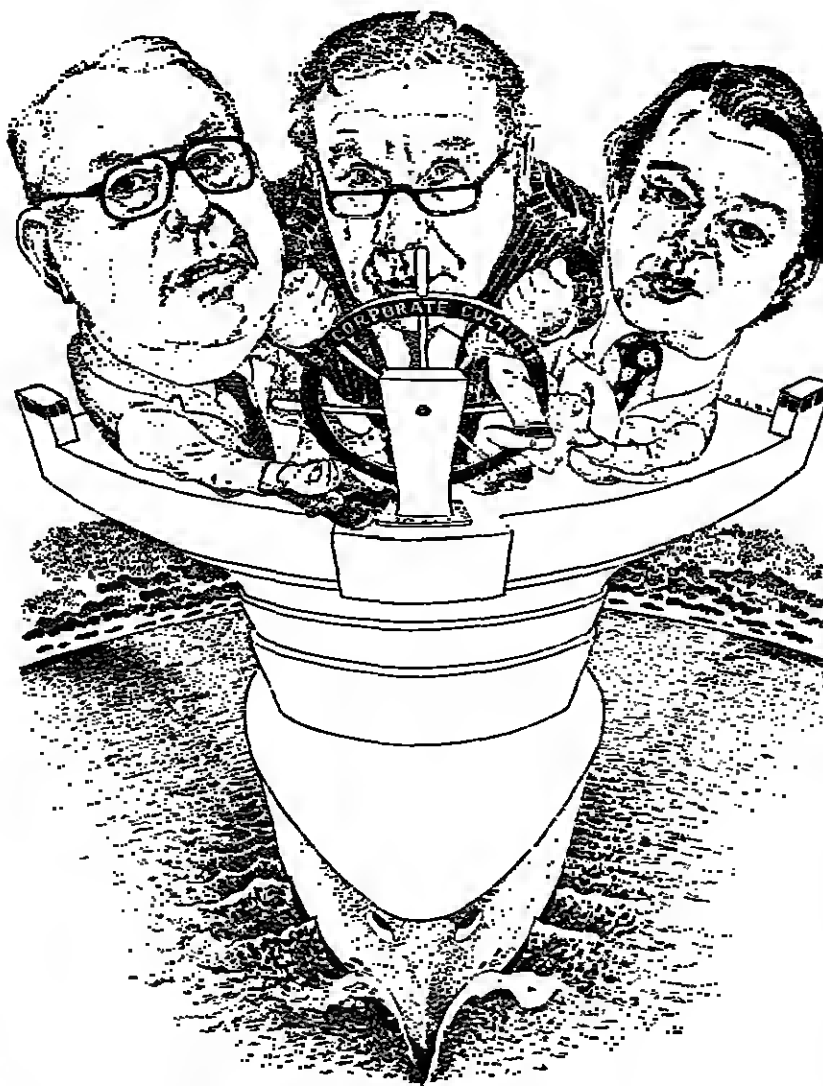
These, and other less concrete values which emerge from a company's way of doing things, combine into a set of implicit power balances and shared understandings—the corporate culture. At Honda, this is a deep commitment to product quality and fast delivery, that of M and S an almost instinctive emphasis on rapid decision making and (again) quality.

The most graphic evidence of the intransigence of a strong culture is the fact that many companies which are already

## The perils of trying to change corporate culture

Strategic consultancies are rushing to join the fashion for changing company values. They may be over-reaching themselves, warns Dean Berry

Messrs. MacGregor, King and Edwards: all too aware that changing course is a Herculean task



well on the downward slope he is to succeed in revolutionising its culture or making its staff as ultra-service conscious as competitors such as SAS.

While slimming and labour confrontation may be a precondition for significant cultural change, rationalisation frequently reinforces cultural camps in organisations as everyone becomes territorially defensive. Cultural unification and development requires good people management and a planned commitment right down the organisation to new values, relationships and practices. In human terms, new visions.

For more successful enterprises such as Marks and Spencer and GEC, strong cultures are clearly a major strategic asset. A lot can be done internally both quickly and decisively and with little paper work, referral or cross-checking. There are commonly shared values and beliefs in

these companies about everything from "things we won't do" and things we will "to the way business is done around here." These internalised beliefs motivate people to unusual performance levels. But what if their strategies need to change? Their strong culture may be a serious constraint.

Even if an alert top management realises this in time and decides to do something about it, the odds are not in favour. A lot may be known about culture, but the question of "how to get it" remains elusive. We know what "excellence" is in terms of a managerial culture and most chairman's destinations are whithered for a similar set of binding driving values to those found in the 60-odd companies studied by the authors of the best-selling "In Search of Excellence." But such books are descriptive, not prescriptive.

Even the little advice that

they give is daunting. From the authors of "Corporate Culture" (another new U.S. best-seller) comes the warning that significant cultural change can take six to 15 years; that the costs originally allocated to achieving it will escalate sharply during that time; and that, even then, one can expect a success rate of less than 50 per cent.

One of the reasons is that most managers have short time horizons. Their own impatience could not tolerate a major, designed cultural change, even if it could be done.

Given such formidable obstacles, is an understanding of culture useful? And if so, can the consultancy world help?

If a chairman or senior executive really understands his company's culture, he must, by definition, be better equipped to make wise decisions. He might even conclude that "cultural

change will be so difficult in this situation that we had better be sure to select a business or strategy that our kind of company can handle well." That is a different (in fact, inverted) proposition which is just as valid and perhaps even more useful than the new wisdom of believing that one can readily accomplish cultural change in order to shift the firm towards a new strategy.

Which brings us to the second fundamental doubt about whether consultancies can not only match strategy with culture, but also accomplish the reverse. Here, the doubt rests not so much with the concept of culture but with the meaning of successful strategy, and with the consultancy world itself, at least as it stands today.

Good business leadership demands not only the ability to analyse and construct strategies, but also an understanding of the company's beliefs, values and power structures. The real "bottom line" is that good managers manage people, even inspire them. Without the commitment, loyalty and energy of managers and employees throughout the organisation, the company can never generate strategically telling market responses, however good the analysis and planning may be. Strategy must therefore be an integral part of a company's culture.

The critical aspect of this definition of strategy is that deciding what to do and getting people involved in doing it become totally intertwined. The old Irish joke may say that we "shouldn't start from here." But a good strategy acknowledges that we must start with "where we are, what we have got and what therefore managerial help us get to where we want to be." That is a substantially different suggestion from the all-too-frequent approach of confronting an array of business options which are almost exclusively based on a detailed understanding of their product/market dynamics.

The consequence of this distinction for consulting is enormous. It implies that developing and implementing strategy is a human and political process that starts as much with the visions, hopes and aspirations of a company's leaders as it does with market or business analysis. It is ideas, not product / market strategies, which drive organisations.

So consultants' attitudes and social skills become absolutely critical to the achievement of any effective change—strategic, cultural or both. They must

not only create mutual trust—in their colleagues as well as in their firm's particular process of consulting, whatever it may be—but they must also secure the personal involvement of sizeable numbers of key managers and employees during the assignment. This is a new departure for those consultants who are used to dealing mainly with a handful of a client's senior executives, often somewhat at arm's length.

Whether one can find consultants with both the knowledge and the requisite "feel" to handle these new social processes seems difficult but possible. What does seem questionable is that these kinds of characteristics will be found in inexperienced, highly-educated and analysis-oriented consultants of the sort still employed (at breathtaking salaries) by many of the "strategy boutiques."

One of the venerable maxims surrounding the Harvard case method of teaching is that "wisdom can be taught." Harvard may come closer than most to achieving this, but my own persuasion is that, just maybe, it can be learned through experience.

What with ever-shortening product life cycles, intense global competition and unstable economies and currencies, the future is going to require organisations which are more ready to commit themselves to change. Companies may well have to "get back to basics" as current fashion rightly demands; but they also have to develop a more flexible capacity to change.

This has serious implications for both the manager and the consultant. Increasingly, strategy is going to be about intertwining analysis and adaptation. The skills of designing and socially engineering change will be as valuable as were expert product/market skills over the past 20 years. The challenge is to develop more effective organisations, not to deliver more brilliant analyses.

This is the second of two articles on strategic consulting. The first appeared on Monday.

\* See this page, October 31 1983.

\*\* In search of excellence, by Thomas Peters and Robert Waterman. Harper and Row, £12.50.

\*\*\* Corporate cultures, by Deal and Kennedy. Addison-Wesley, £12.70.

## Management abstracts

Information systems and the human organisation. P. H. Mirvis and E. E. Lawler in Accounting, Organisations and Society (U.K.), Vol 8 No 2/3. Reports on two research projects involving the creation of information systems—one designed to measure the quality of working life, the other linking measures of staff attitudes to performance indicators; explains why the attempts went wrong, in the first study because the results became unpalatable to top management, and in the second because staff and management were unwilling or unable to use the results.

Management and boards in large corporations. M. S. Mirvis in The Academy of Management Review (U.S.), July 83. Reviews conflicting concepts of where real corporate power is exercised, arguing that, although theoretically the board has formal powers over executives, the latter often have effective control. Concludes that the ability to hire and fire chief executives, the choice of board members and the number of non-executive directors are critical when reviewing top management's relationships and power structure.

Women and the managerial climb. D. Kaufman and M. L. Potters in Journal of Business Ethics (U.S.), Aug 83.

Argues that major accounting firms two ingredients are essential for the climb to the top—interpersonal skills and an "executive presence," finds from empirical study that women and men perceive themselves similarly against these characteristics, but the male accountants' and clients are sceptical about women's ability to succeed. Suggests that women and men tend to have different job assignments along their career paths.

Mentorship. D. M. Hunt and C. Michael in The Academy of Management Review (U.S.), July 83.

Describes the concept of mentorship as a training/development tool, reviews the literature and examines its organisational context and outcomes; discusses mentor/protégé characteristics and relationship stages.

These abstracts are condensed from the abstracting journals published by Anbar Management Publications. The original articles may be obtained at £3 each (including VAT and p+p; cash with order) from Anbar, PO Box 23, Wembley, Middlesex HA9 8DJ.

## TECHNOLOGY

'ENERGY FROM THE SEA' PROJECTS CONTINUE DESPITE PROBLEMS

## Wavepower ebbs and flows

BY ELAINE WILLIAMS

WAVEPOWER was dealt a severe blow in Britain earlier this year when the Department of Energy decided not to go ahead with the next major round of funding for the technology.

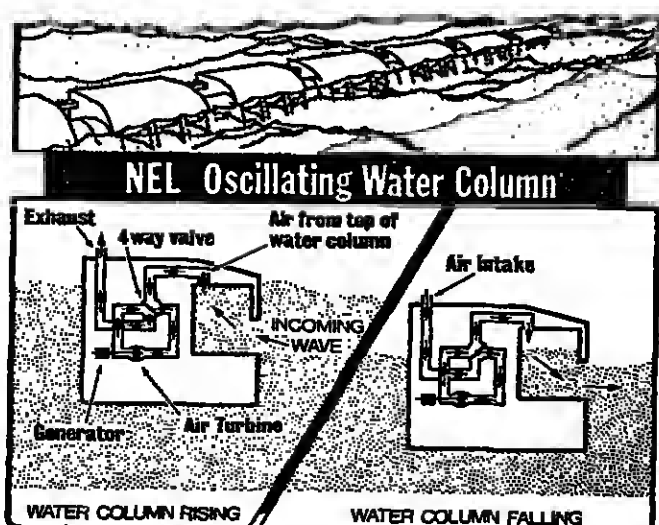
Despite this, most of the UK groups are still carrying on the search to produce viable wave power machines and competing against overseas researchers in Japan and Scandinavia.

One of these groups is the National Engineering Laboratory in East Kilbride. It hopes to set up a full scale version of its wavepower design as proof that there is a future for sea energy.

The National Engineering Laboratory, unwilling to wait until the UK changes its mind about wavepower, is using resources again become scarce, encouraged the formation of a consortium in May to build a large version of its breakwater design.

The consortium includes Roxboro and Partners, project managers, Sir Robert MacAlpine, NEL, Sulzer, the Swiss turbine maker, Morgan Grenfell, merchant bankers, British Electric International, an overseas arm of the Central Electricity Generating Board, North of Scotland Hydroelectric Board, Herrema Engineering Services UK, part of the Dutch offshore operators and the Scottish Development Agency.

NEL has already received about £1.5m in direct government funds and now is looking for about £12m to build a 5 MW breakwater to provide nearly 25



By next year NEL hopes to have approval to build its oscillating water column to supply energy to an island in the Hebrides.

per cent of the power requirements of the Isle of Lewis in the Hebrides. The device uses an oscillating water column, rather like a piston. Air trapped by the wave action is forced through a turbine which then drives electric alternators to supply electricity. It lies in shallow water. The Department of Trade and Industry has agreed to put up one-third of the funds.

"We want Lewis to be the prototype and show window for British wavepower," said George Elliott, head of the wave power project at NEL. "It is a

really practical location and will give us a chance to iron out all the bugs."

"Our device is one where financial risks are at an acceptable level," he commented. Some of the other designs would cost around £50m to build a single full-size demonstration generator.

The island now uses diesel for electricity generation and Mr Elliott said that wavepower could compete effectively on price with this fuel. Mr Elliott admits that the time for wavepower has not yet come but

believes that when Britain is no longer self-sufficient in natural gas and energy prices start to creep up, the country will look more closely at this form of alternative energy.

NEL is now at the evaluation stage and a final decision is expected in the New Year. The consortium is interested in the overseas market and the possibility of overseas sites for other projects.

A more limited study programme is continuing under the aegis of the Department of Energy and the Science and Engineering Research Council. Most of the groups are still funded and include Bristol University's cylinder, Lancaster Polytechnic's sea clam, and Queen's University, Belfast.

Stephen Salter, inventor of Salter's Duck at Edinburgh University, says that his group's funds from these organisations this year have remained at the level of £200,000 despite the pronouncements by the Government that support is being scaled down.

"There is no energy crisis at the moment," says Dr Salter as a reason for the declining interest in British wave power schemes. Salter's group is concentrating on the engineering design of the internal sections of the duck—so called because of its beaklike shape and nodding action in the water—so that when alternative energy schemes revive in the 1990s he will be ready for the full scale version.

QUALITY CONTROL

## India gains cheap milk tester

PEOPLE in India who drink milk may soon have a better way of judging the nutritional value of the liquid, thanks to the efforts of a small company in York.

Multispec, which makes instruments that measure the amount of protein in milk by infrared analysis, is developing a new machine specifically for India. At about £5,000, the hardware is a quarter of the price of the equipment that Multispec sells at present.

Mr Claus Schubert, the company's marketing manager, says the new machines are robust enough for people to take them between farms on lorries. The hardware, which is about the size of a small suitcase, works off a 12-volt car battery.

Multispec says the equipment should appeal to technicians in food-testing stations in India who have to cover large rural areas. These people travel between farms to measure the quality of milk in different places. This determines how much the farmer is paid for his production. Conventional machines are either too big and expensive or not rugged enough for the job.

AEROSPACE

## Heat treatment for titanium

WORKERS in aircraft factories in the U.S. are forming components out of titanium in a new heat-treatment technique. Despite the metal reaching a temperature of some 1,000°C, the workers can remove the parts from the mould with their bare hands.

The process produces lightweight, one-piece parts for aeroplanes more quickly and cheaply than in conventional methods, in which, for example, technicians cut shapes out of large chunks of metal with machines.

The technique, called superplastic forming, also uses less energy than other ways of shaping metal. With the process, McDonnell Douglas is producing parts for the F-15 Eagle and AV-8B Harrier aircraft. Other components could be made with the technique, says the company. Fighter aircraft, for example, could contain up to 200 parts made with superplastic forming.

Robert Schoppmann, the chief production engineer at the aircraft division of McDonnell Douglas, says that superplastic forming will save the company \$6.5m in production costs over 10 years. The corporation is also examining how aluminium components could be made the same way.

PETER MARSH

EDITED BY ALAN CANE

RADIATION

## U.S. develops special detector

WORKERS in the uranium industry in the U.S. could receive greater protection from dangerous radiation, thanks to a technique developed by government researchers.

With computer-controlled equipment designed at the Department of Energy's Pacific Northwest Laboratories, workers can detect uranium in concentrations as little as 0.1 micrograms per litre.

According to the Battelle Memorial Institute, which runs the laboratories on behalf of the government, the system is 10 times more sensitive than the hardware now used in the uranium industry.

"The new technique is more reliable than current technology for measuring quantities of uranium in big assays or natural levels for background studies," says Bruce Bushaw, the inventor of the system.

Researchers at the laboratories, in Richland, Washington, have devised a technique called kinetic photometry. A high-energy pulsed laser projects light into the sample. The uranium absorbs the light and re-emits it at a different wavelength.

The machine counts each photon emitted by the sample and a computer analyses the data. The entire process takes about five minutes.

In conventional techniques, ultraviolet light illuminates material in which uranium is present. This produces fluorescence, which indicates the amount of the element in the sample.

According to Battelle, this process takes a long time because the sample has to be specially prepared before workers can take measurements.

Bushaw says that Battelle is trying to find companies that will commercialise the device. The \$8,000 people who work in the uranium industry in the U.S. could be among those who benefit from the invention, says Battelle.

EDITED BY ALAN CANE

**Atlas Copco**  
Compressed Air Technology.  
Profit from our experience  
Hendel Hempstead  
(0424) 61201

## Computing IBM PC as terminal

GEISCO, the computer network and services subsidiary of General Electric of the U.S., which operates in 50 countries with a network of 22 satellites, is offering a IBM personal computer as a terminal on the system and has become an approved IBM PC dealer in the UK.

Although the company will not seek to sell the PC off the shelf to personal buyers, Tony Kench, recently appointed to manage the UK operation, does believe GEISCO has to move away from its "computer resources" image.

He said in London last week: "We're basing our business strategy not around computer resources, which are declining in value, but around the elements of rising value in the marketplace—that is, software and people, which are going to get more valuable and more scarce as time goes on."

Typical of GEISCO's business systems is its consultancy work was a system set up for Bechtel in Saudi Arabia in connection with the new airport under construction at Riyadh. It controls materials needed by over 200 contractors and is used at logistics control offices in Baltimore, San Francisco, Rotterdam, Amman and Tokyo. More on 01-346 1877.

Offshore

## Hose for oil

DUNLOP's oil and marine division based in Grimsby has developed a high-pressure hose for use in the oil industry, which Dunlop says is lighter and more flexible than existing products.

The hose, which carries crude oil at high temperatures and pressures, is designed for use in marginal fields and new fields in deep water. More information is available from Dunlop in London on 01-930 8700.

RURAL AREAS MAY BENEFIT FROM AUTOMATION

## Machines take over the water works

THE VILLAGE of Camelford in Cornwall could be the place that sparks off a wave of change in Britain's water industry.

Next April, engineers from the South West Water Authority should complete the installation of a new kind of control system at Camelford's water-treatment works. The hardware could be the first of several similar installations in treatment plants in other rural parts of Britain.

According to Pendar Environmental, the manufacturer of the equipment, control systems for water works are normally highly

expensive at anything up to £250,000. Pendar's hardware, by contrast, costs about £50,000.

The company, which is in Bridgwater, Somerset, says that it has reduced the price by developing software tailored to operate control systems for the water industry. Conventionally, control hardware of this kind comprises variations on other systems which supervise industrial processes. The lack of ready-made software increases the cost of the equipment.

Big water works in towns are normally automated as a matter

of course. This was one reason why people in urban areas were barely hit by last winter's national strike in the water industry. Supervisors sitting at the controls of computers could run complete treatment plants and hardly noticed the absence of workers.

But rural water plants still rely on people for jobs such as turning on valves or applying chemicals. This is because the cost of installing automated control systems is prohibitively high.

Pendar says that several of

the UK's water authorities are interested in its new system. Ultimately, the hardware could form part of many of the several hundred rural water-treatment plants in Britain.

The company says its hardware can control several hundred different functions. These include the operation of valves which introduce water from a source such as a river. The equipment can also handle checks on various purification techniques; for example, it can ensure that filters are working properly.





## OLIVETTI M20 PERSONAL COMPUTER

# THE PERSONAL WITH OFFICE KNOW-HOW

Thousands of Olivetti distributed data processing systems, typewriters and other office equipment are solving the most diversified office problems in offices throughout the world. A demonstration of Olivetti's office know-how that is also reflected in the personal computer. Olivetti, who invested its know-how in the M20 personal computer now introduces you to another member of the family: the M20HQ, that not only has a memory thirty times larger than the basic model, but can also manage a group of M20s working in conjunction with one another. So from today there is a family of Olivetti personal computers with different storage capacities and a wide choice of



operating systems (MS-DOS, CP/M-86, PCOS, UCSD-p) to satisfy different needs. And with their 16-bit technology and communication capabilities they will keep abreast of change. In fact they are designed for integration into remote text/data processing and office automation as it is today and as it will be in the future. Olivetti protects your investment in equipment and software. The M20 personal computer makes your problem solving less problematic leaving you more time for the creative side of your job. Olivetti's personal computers embody all of the company's leadership in ergonomics and design which have become a consolidated part of its success in the office throughout the world.

**olivetti**  
brains & beauty

For more information, contact Valerie Beller (M20/FT2) British Olivetti Limited, Olivetti House, Upper Richmond Road, London SW15 2UR. Telephone 01-785 6666.  
MS-DOS is a trademark of Microsoft Inc. CP/M-86 is a trademark of Digital Research. UCSD-p system is a trademark of the Regent of the University of California.







# A CAT'S EYE VIEW OF HISTORY



**5,000 years ago man invented the wheel.**

## **THEN THERE WAS A BIT OF A GAP UNTIL...**

About 100 years ago the motor car was invented.

95 years ago Esso was established in the UK.

63 years ago we introduced Britain's first hand operated petrol pump.

50 years ago we developed the 100 octane aviation spirit later used in the Spitfire.

45 years ago we developed synthetic rubber which revolutionised the motor tyre.

30 years ago we invented the world's first multigrade motor oil.

20 years ago we produced the first synthetic jet engine lubricant.

**18 years ago Britain had to import all its oil. And we  
and our partners drilled our first North Sea exploration well.**

Our first discovery was Leman, the world's largest off-shore natural gas field at that time.

Then Auk, our first North Sea oil field came on stream.

Now Brent, the largest oil and gas field in the UK sector, is in full production.

With our partners we have developed four other major new oil fields, and a fifth, Clyde, is under development.

We produce over 350,000 barrels of oil a day and 600 million cubic feet of natural gas a day for Britain.

We are spending at the rate of half a billion pounds a year with British suppliers to produce and supply that oil and gas.

Esso are investing £380 million in a dual site petrochemical complex at Mossmorran in Scotland—one of Europe's biggest construction projects.

Our total North Sea investment commitment is in the region of £4½ billion.

Britain is self-sufficient in oil, and Esso provides 20% of all the petroleum product Britain needs to keep the economy moving.

And we look forward to serving Britain's energy needs well into the next century and beyond.





## FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY  
Telegrams: Finantime, London PS4. Telex: 8954871  
Telephone: 01-248 8000

Wednesday December 14 1983

## Bold move by Mr Murray

IN CALLING off the national print strike planned for today, the National Graphical Association appears to have recognised two facts. First, the single union, however disciplined and well-organised, can consistently defy the law, in an attempt to overturn it, without the support of a substantial majority of the trade union movement. Second, the majority view of the trade union movement, as expressed forcibly yesterday by Mr Len Murray, TUC general secretary, is that laws which unions do not like should be resisted, not by illegal industrial action but by political means.

Mr Murray's willingness to use the authority of his office to uphold what he sees as TUC policy, despite the narrow vote in the NGA's favour by the Employment Policy and Organisation Committee, is a notable and welcome event. But the immediate result has been to put his own position in some jeopardy. At today's meeting of the General Council he will come under strong attack from left-wing union leaders. His actions in the NGA affair have brought to a head a growing resentment on the left about the direction in which Mr Murray has been leading the TUC, this involves a pragmatic acceptance of the changes which have taken place in the rule of trade unions and a willingness to talk constructively with the present Conservative Government on issues which affect unions' interests.

## Half a loaf for the regions

MR NORMAN TEBBIT'S distinctly green-edged White Paper on the regions is likely to satisfy no-one actively interested in the problem of regional decline—which probably means that he has got it right. Regional incentives pose a problem which is insoluble in principle: the greater the social need for aid, because of generally slack activity and high unemployment, the easier it is to show that aid gives no net benefit to the economy, but simply shuffles jobs from one place to another.

Indeed, as a select committee discovered last year, it is hard to prove that any economic benefit at all has flowed from the nearly £4bn expended on regional aid in the last decade; which is what government supporters would like to abolish the whole concept. On the other hand the social benefit in the regions is clear: Mr Tebbit puts the transfer (or creation) of jobs at half a billion.

In the activities of their leaders on the national stage. There has always been a strong trend towards sectionalism in the British trade union movement. Unions are in business to protect and advance the interests of their members, without much regard to the effects on other people, including members of other unions. The NGA is the outstanding example. Equally, there has been a reluctance to allow the TUC as a body to interfere in the affairs of member unions. One of Mr Murray's predecessors, Mr George Woodcock, remarked 20 years ago: "the whole idea of a super body at the limits on the rights of trade unions to represent their members is foreign to everything we stand for in this country." Given this background, it is clear that Mr Murray was taking a considerable risk yesterday.

He did so, presumably, because he believes that trade unions are at a critical moment in their history and that leadership from the top is essential if they are to adjust successfully to a changed world. Throughout the post-war period the trade unions have been accustomed, first, to untrammelled freedom in pursuing their sectional interests and, second, to an unquestioned right of consultation, even a right of veto, over government policy affecting their members.

This world has gone and it will not come back. Partly through their own excesses, trade unions brought on themselves new laws which reduce their freedom of action in industrial disputes. Recessions and the changing structure of industry have weakened some of their traditional bastions. With a few notable exceptions such as Fleet Street, labour relations have become more stable. The habit of deference to trade union wishes has been well and truly dropped by the present Government, together with the instinctive tendency to intervene in major disputes; its new labour legislation has been shown to work.

It is hard to believe, even with a stronger economy and a government of the left, that the status quo can be restored, a whole. The White Paper on the regions is a case in point. It is a matter of great concern to the Government or even to rank-and-file union members, most of whom are far more interested in what is happening in their own companies and plants than in mind, however, to try to divert aid away from branches of national and international enterprises toward new, small local companies, which are thought to be likelier to act as the nuclei of self-sustaining growth in future. It is not clear how much solid evidence there is to support this intuitively fashionable thought; and to turn it into action unfortunately means cutting automatic grants to make room for higher selective aid. The history of official judgment is not as bad as spectacular mistakes like De Lorean would suggest, but it is not inspiring.

On balance, though, the proposed changes show a welcome strain of commonsense and should prove, as intended, much more cost-effective than the present system. The real question—explored but not answered in the White Paper—is whether grant aid is the only or indeed the most effective way to encourage development in the declining regions.

Early yesterday morning, Len Murray opened the glass doors of the TUC and walked a few steps into the half circle formed for him by some 50 journalists and cameramen, his face livid in the TV lights.

Brendan Barber, the TUC's boyish-looking Press director, handed round copies of a statement issued from the special meeting of the Employment Policy and Organisation Committee. A few words leapt out of the page: "Committee... adopted a sympathetic and supportive attitude to... decision by the NGA national council to call on its members to take industrial action..."

Mr Murray then dropped his bombshell. After a few tense remarks on the NGA's "frustration" at being unable to reach a settlement with Eddie Shah, the Stockport Messenger Group chairman, the TUC general secretary wholly dissociated himself from the decision of a major committee, taken by a 9-7 majority, to support the NGA.

"It is impossible," he said, "for a committee of the General Council to vary the decision of the Council itself." Did he think the Council would overturn the employment committee's decision? "I shall do my best to ensure that it does." Mr Murray is a man who attracts adjectives like quiet, restrained, disciplined, even grey. At press briefings, he often tartly reminds questioners that he has no views, being only a "servant of the General Council's will." In the freezing cold of yesterday morning, the servant became the master—and unleashed a storm.

At this morning's emergency meeting of the Council, Mr Murray's job is on the line. If a vote is taken on whether or not the Council endorses the decision of the employment committee, and if that vote is for endorsement, his resignation becomes at least a possibility. Such a vote would be bound to be close; and powerful figures in the TUC were saying yesterday that even if it goes narrowly against endorsement—that is, to support Mr Murray's unprecedented stand—he might still have to go.

Many would deem that a tragedy. His ability, stature and intelligence are beyond question; no obvious successor. Moreover, a number of right-wing unions, often reluctant followers to a TUC line, might well peel off from a forum whose centre could not hold.

Why has this cautious, meticulous "servant" put his own future, and that of his movement, on the line? This question has a complex answer.

First, we should remind ourselves how he got here. The Stockport Messenger dispute, the classic tiny progenitor of a great cause, has progressively and inexorably driven a wedge between those on the TUC who cleaved—reluctantly in many cases—to a recognition that union opposition to Government

policies must recognise laws they hate, and those who believe some quasi-insurrectionist movement could still be on the cards.

Mr Murray has held steadfastly to the former camp. In the two previous sessions of the employment committee and the one general council meeting before the short-lived negotiations with Mr Shah, Mr Murray fought hard, and successfully, both to avoid splits and to keep TUC support within the letter of the law. Financial aid would be for the NGA's "lawful" business; unions would be asked to give what assistance they "properly" could. The Left, and the NGA, grumbled but acquiesced.

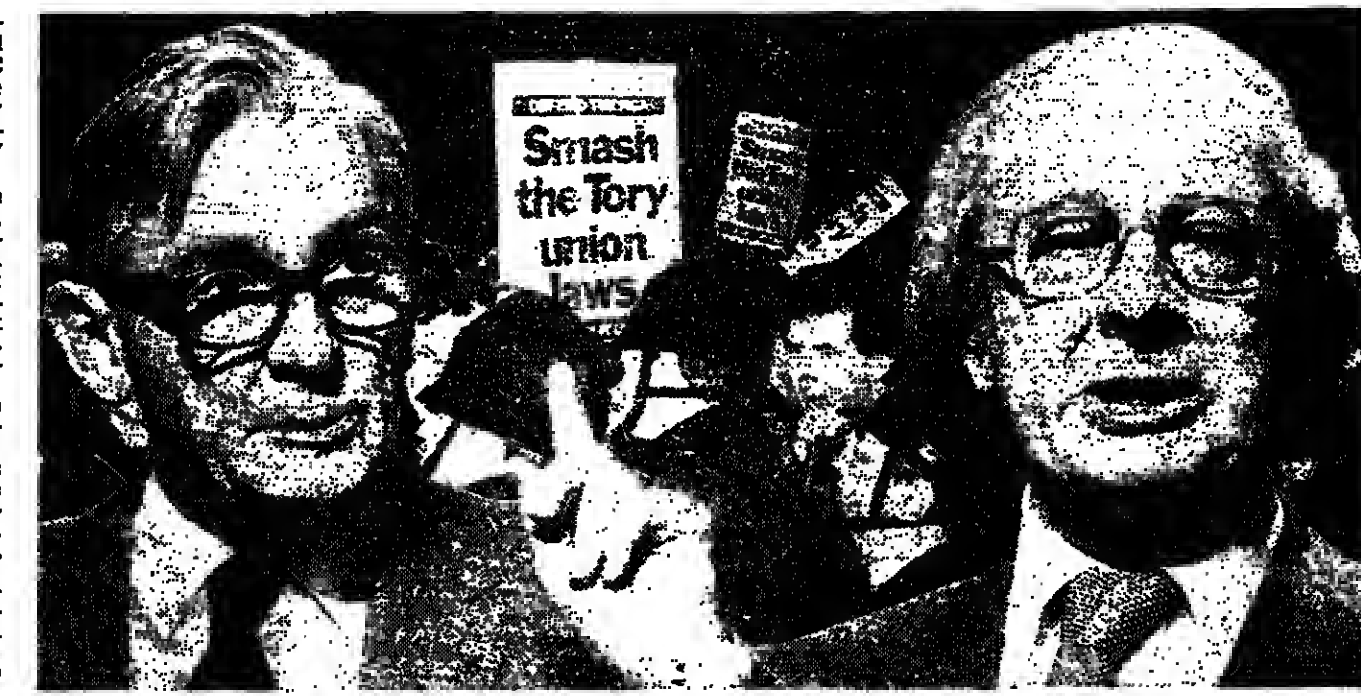
Their successful revolt on Monday night/Tuesday morning was partly opportunistic—four centre-right wingers (Incredibly, given the meeting's importance) did not turn up. But it was fuelled by resentment of Mr Murray's mastery, and most of all by a fundamental disagreement with the strategy he is pushing along so rapidly and—until now—so skilfully.

The radicalism of that strategy is only now becoming apparent. Mr Murray won assent for it from the TUC Congress in Blackpool in September—a Congress in which he also showed that, in the four years remaining to him (he is 61), he plans to cast aside some of his restraint and go for his goal. The strategy might be summed up as gradualism allied to the ability to deliver, with both elements, in his mind, equally important and contributing to the other.

## THE TUC AND THE NGA

# Murray in the eye of the storm

By John Lloyd, Industrial Editor



In the foreground (left) Len Murray, TUC general secretary, and (right) Joe Wade, general secretary of the National Graphical Association, who is due to retire shortly.

of Marxists and other left-wingers in and out of it); but in the last two decades, the exercise of industrial muscle, or its threat, has convinced governments either not to legislate, or has rendered legislation inoperable and has even contributed heavily to one Government's defeat (Heath's).

Mr Murray's point is that this is no longer on: the 1979 election showed it, while the 1983 election rubbed the unions' noses in it. Assent to "Labour" political goals has to be painfully, and carefully, re-woven within the framework provided by a hostile Government. No

longer can the TUC be an "industrial opposition": it has to re-establish its case, most of all to our own people. Another theme is even more favoured by Mr Murray: union leaders must speak for real masses of people, rather than play to a militant gallery. His basic question to his colleagues is: can you deliver? Deliver on changes in trade union practice, deliver on wage restraint, deliver on support when promised—most crucially, now, deliver on any deal he may strike with the present Government.

He has created, delicately, two arenas in which deals may be done. First, with Tom King, the new Employment Secretary, he has saluted himself that the TUC can get a compromise on

the political levy which will avert legislation to change the present system of "contracting out" of the political levy payment to one of contracting in—on the assumption that the compromise proposed by the TUC appears fair to King, and can be delivered.

If he succeeds, it will put the TUC in the uncomfortable position of policing a system which will force unions to be much more transparent about their rules on levy paying, and will doubtless cause more union members to "contract out"; but it is a price he is willing to pay—indeed, he may even see

recognise. It would not be a depoliticised union movement that is impossible—but one willing to do business with any government. It would be favourable to Labour but concerned to keep out of its pocket, firmly wedded to a democratic structure and all its constraints.

This morning, that strategy faces a test. Its opponents, though battered, can still muster enough force to threaten Murray's fragile new structure. They do not accept that the Government has a mandate to legislate for—or as the Left would see it, against—the unions. The 1980 and 1982 Employment Acts are seen as draconian restrictions on the freedom to take industrial action, while the Trade Union Bill is regarded as an attack on unions' traditional democratic structures.

The posture which unions should therefore adopt, in this model, is of uncompromising hostility; and while the most sophisticated leftwingers no longer expect to destroy the Acts or the Government, they believe that the Acts can be made almost inoperable by the mobilisation of such resistance as to deter employers from using them because of the expense and disruption that would be caused.

For the Left, the NGA dispute is thus a perfect cause. The union concerned is industrially militant and disciplined, the disruption it can cause widespread and costly, the industry—general print and national and provincial newspapers—fearful of head-on collision. While some leftists would concede that it would be difficult to mobilise their own members in immediate support, they argue that careful building

of opposition could yield at least enough sporadic action to help the NGA win.

Those arguing the Left case do have—apparently—powerful battalions. Mr Moss Evans, the general secretary of the 1.6m strong Transport and General Workers Union—the TUC's biggest affiliate—has unambiguously taken the lead, arguing a hard line on Monday night's employment committee.

Mr Rodney Bickerstaffe, the articulate leftwinger who leads the 600,000 strong National Union of Public Employees, has been strongly behind him, his militant executive meeting at the weekend egging him on. Mr Clive Jenkins, leader of ASTRA, the white-collar union, and on the centre-left, voted the Left ticket on Monday night and drafted the statement which Mr Murray disavowed.

The still significant group of leftwing leaders of small unions—Ken Cameron of the Firemen, Alan Sapper of the TV technicians, John Morton of the musicians—are solidly against Murray. How many cameramen and musicians will down cameras and trumpets for the printers is, however, the subject of much bitter right-wing comment.

Mr Murray can count on the engineers, the general and municipal workers, the electricians, the white-collar union APER and many others. The fulcrum is the National and Local Government Officers, whose four representatives on the council are apparently bound by an executive decision November 26 to give full support to the NGA. Three of these delegates—including the new general secretary, John Daly—are natural moderates—but will they consider the stakes high enough to flout their executive, and engage at least part of it?

A fly on the wall of the General Council's airy, wood-paneled hall this morning will be privileged indeed. For the debate will be a very real one: and the vote will be in the gradualist approach—as David Bamett of the general and municipal workers, Tony Christopher of the taxmen's union, Terry Duffy of the Engineers, Alastair Graham of the civil servants, Alan Tiffin of the postmen's union—will have to come out now and say it. So must those on the opposite side—Evan, Bickerstaffe, Jenkins and the Marxist electrician—Ken Gill of the white collar engineers.

The issues at today's meeting could not be starker, nor the stakes higher. All day yesterday, those general council members who did not already know it were waking up to the fact that their words and positions now have to be examined with the utmost seriousness.

None of the possible resolutions will be comfortable to live with. A Murray defeat would be a crisis—a narrow victory perhaps no less of one. We are witnessing a historic turning point for the British labour movement.

## Men & Matters

### Thornton's return

Hardly had the ink dried on Richard Thornton's resignation letter to GT Management, the highly successful investment group he had founded 14 years ago, than RIT and Northern came in with an offer he had no intention of refusing.

RIT, the creation of Jacob Rothschild and, latterly, Nils Taube, a long-standing friend of Thornton's. The group is about to merge with Charterhouse Group, led by John Hyde, to form one of the all-England, all-funding conglomerates which are exciting so much City attention at the moment.

After leaving GT Management, Thornton had less than a month to work on his garden and enjoy the life he had before the chance arrived to join Rothschild, Taube and Hyde with a brief to beef up the group's Far East coverage. That is the area where Thornton made his name and where the merged Charterhouse J. Rothschild feels his global coverage may most need strengthening.

the business Rothschild will set up in the Far East. The company says, enigmatically, that it has several ideas in mind.

The etyle of the house, the nature of its creation, and its willingness to drop its investment trust status when the merger was announced, suggests that Thornton could be deal-making as much as stock-picking in future.

He has already said that the ultimate financial tie-up might entail a link between a London broker and a Japanese securities house. RIT & N already has a stake in Kitcat and Aiken. Watch this space.

themselves treading dangerous ground by giving employees their cards for getting carried away at the Christmas bun-fight.

Sackings on Christmas Eve do little to improve a company's relationship with its staff, Hambro Housley reminds.

### Return fire

Merrill Lynch—the thundering herd now on the charge for London's finest stockbroking analysts—has not entirely cornered the market in sharp talking. Business is booming to such an extent in some stockbroking firms in London that one broker approached by Merrill with its usual mega-buffet offer remarked: "I can't afford to take a pay cut."

### After effect

The Prime Minister has put Willis Faber, the City insurance brokers, on the spot. Last year, the firm sponsored a competition for manufacturing effectiveness. Sixty-three teams from British industry entered, and the £10,000 prize was won by a team from Dunlop which had planned a new way of making tennis racquets, using carbon fibre.

John McEneaney used one of Dunlop's black racquets at Wimbledon last summer. Then, and since, Willis Faber has taken the view that, while delighted with the response, it was not committed to making the award a regular annual event.

The only thing contestants for the next £10,000 need worry about, however, is getting their entries in before next June.

### First aid

Former U.S. congresswoman Millicent Fenwick has been causing quite a stir in Rome—and not just because she is a 73-year-old pipe-smoker, who drives herself to work from a sparsely-furnished flat in the Via Veneto.

While Washington has been spreading gloom by its decision to cut Third World aid funds, Fenwick has been bringing a glow of optimism to the agrarians of the Food and Agriculture Organisation which is based in the Italian capital. Recently appointed first U.S. permanent representative to the FAO, Fenwick has found her days on the African affairs sub-committee of Congress useful in pulling down the usual institutional barriers between the U.S. and Third World countries.

As a result of her efforts, the last biennial meeting of the FAO ended on a positive note for the first time in many years. And in the past few days she has been describing the UN's newest agency, the International Fund for Agricultural Development, also based in Rome, as "essential" and "indispensable" even as Congress's slowness in appropriating funds was putting the agency's future in doubt.

## Abbey National have a haven for roll-up money

New taxation laws seem certain to make offshore "roll-up" funds a lot less attractive from January 1st. Now's the time to consider the alternatives. Where else can you enjoy a high return with ready access to your money? If you are a taxpayer, you will have to look a long way to beat the current rate offered by Abbey National's Seven Day Account.

Our rate of 8.25% net of basic rate tax, comfortably exceeds the net return from such commonly recommended "accessible" high-interest deposits as money markets, local authorities and Ceebs-quoted finance houses. As for conventional clearing bank deposits, our net even exceeds their gross!

Only seven days notice. Whether you consider it as a permanent harbour or temporary haven, the Seven Day Account will welcome you back on shore. Your money is readily available on seven days notice of withdrawal, with no financial penalties whatever for withdrawal.

The maximum investment is £30,000 (£50,000 for joint accounts). The minimum just £100. Come in out of the storm!

To: Dept. 7.D.B., Abbey National Building Society, FREEPOST, United Kingdom House, 180 Oxford Street, London W1E 3YZ.  
(We enclose a cheque, numbered \_\_\_\_\_, for £ \_\_\_\_\_ to be invested in a Seven Day Account at my/our local branch in \_\_\_\_\_, I/we understand that the rate may vary.)

Full name(s) \_\_\_\_\_  
Address \_\_\_\_\_  
Signature(s) \_\_\_\_\_ Date \_\_\_\_\_

**ABBEY NATIONAL SEVEN DAY ACCOUNT**

ABBEY NATIONAL BUILDING SOCIETY, 22 BAKER STREET, LONDON W1M 3AA.



## EXPLOSIONS IN KUWAIT

## The shadow of Khomeini

By Roger Matthews, Middle East Editor

MOST DAYS the Arabic service of Tehran radio beams messages of insurrection and rebellion across the waters of the Gulf. The target is the people of the conservative Arab oil-producing states, essentially Saudi Arabia, Kuwait, Qatar and Bahrain.

Western attention tends to be focused more on Iran's three-year military attempt to overthrow the government of Iraq but it should not be supposed that Ayatollah Khomeini has in any way forsaken his goal of spreading his Islamic revolution to other and possibly more vulnerable states.

Wealth and nationalism are both recent acquisitions in the Gulf region. Some members of ruling families can remember days of semi-poverty during the Second World War when their economies had been shattered by the Japanese discovery of cultivated pearls and political guidance came from the British Resident.

Today their numbers remain small—the populations of Saudi Arabia, Kuwait, Oman, Bahrain, Qatar and the United Arab Emirates who form the Gulf Co-operation Council are less than 20m—but their combined financial resources may not be far short of \$275bn. Despite the sharp cutback in oil output they are still providing close to 15 per cent of the industrial world's requirements.

The well-coordinated explosion of six terrorist bombs in Kuwait on Monday seems to be a timely reminder of both their vulnerability and Iran's ambitions, for there can be little doubt that the Iranian regime was behind the attacks.

Kuwait, which is scarcely more than a city state of about 1.5m people, is geographically and politically exposed to the conflicts of the Gulf. It is only about 100 miles from the scene of some of the bitterest fighting in the Gulf war and its population is far from homogeneous.

As a wealthy Arab state, with reserves of over \$65bn, Kuwait has perforce to support Iraq, its brother Arab state, in the war. It has contributed at least \$6bn in cash to the Iraqi war effort and still acts as an important supply route.

Yet Kuwait and its ruling al-Sabah family have become increasingly uncomfortable in this role. Its own Shia Muslim minority, co-religionists of Ayatollah Khomeini, tend to be



Marion Sadger

rather ambivalent about the war. Pragmatically, they enjoy the stability, wealth and relative political freedom of Kuwait. Emotionally, they tend in private conversation to give away their eagerness for confirmation of Iranian successes on the battlefield.

The Emir of Kuwait would much prefer the war not to become a domestic issue. His Government cannot have been happy at warnings from Iran during the past three months that it considered the degree of support being given to Iraq threatened to make Kuwait a co-belligerent. The Iranian threat to ston and search ships heading for Kuwait remains on the table.

During the first year of the Gulf war, Kuwait was bombed three times by Iranian aircraft. Although the targets were not very significant—two border posts and a gas-gathering station—and the Iranians claimed that the attacks had been carried out "in error," the message was clear enough. The Kuwaitis feared the message was becoming even clearer during the increasingly hostile exchange of threats this autumn which marked the delivery to Iraq of French Super Etendard aircraft equipped with Exocet missiles.

Although Kuwait's investment income would suffice to tide it over a closure of the Strait of Hormuz, the risk that the war with Iran may spill over into the rest of the Gulf pre-occupied the summit meet-

ing of the six-member Gulf Co-operation Council in Qatar last month.

Quite extraordinary security measures were taken to protect the heads of state from Saudi Arabia, Kuwait, Bahrain, Qatar, the United Arab Emirates and Oman. This was partly because of the anxiety provoked in Qatar by the discovery of a cache of arms and explosives. But it also reflected the fact that the GCC owes its existence largely to concern about external threats.

The militarily weaker Gulf states wanted to free themselves at least partially from the influence of Iran and Iraq, and also to demonstrate to Washington-Reagan that a U.S. military presence was not required on the ground to protect them from a Washington-perceived Soviet threat.

Kuwait prides itself that it is the most politically sophisticated of the GCC states and the most internationally oriented. Alone among them Kuwait holds elections to a National Assembly—admittedly with a very limited suffrage—and maintains relations with the Soviet Union.

To an extent this policy is dictated by the large Palestinian population in Kuwait, estimated at between 300,000 and 400,000. Kuwait is the only Arab Gulf state to have admitted Palestinians in such numbers. While a proportion of these Palestinians have adopted Kuwait, even though they will probably never be allowed

citizenship, there is almost certainly a radical fringe which would for example support the rebel faction attempting to unseat Mr Yasser Arafat as chairman of the Palestine Liberation Organisation. It is amongst those people that terrorist infiltrators might seek assistance, particularly after the recent deepening of the strategic relationship between Israel and the U.S. and the deterioration of the situation in the Lebanon.

Much of Iran's early propaganda after the overthrow of the Shah was designed to promote itself as the leading advocate of the Palestinian cause, and Ayatollah Khomeini has actively sought to invoke the power of Islam as a replacement for the fast-fading aspirations of Arab nationalism. For their own reasons, Syria and Libya have both provided support for the Iranian mullahs. Syria has given military backing to Iran during the Gulf war, and has been economically by shutting its oil export pipeline to the Mediterranean. Simultaneously Syria has frustrated attempts by King Hussein of Jordan and Mr Arafat to agree on a common approach to negotiations with Israel as called for by President Reagan's Middle East peace plan.

The effect of Syrian policies has been to weaken still further Arab co-ordination, which remains based on consensus rather than on the will of the moderate majority. The key to involving that often silent

majority is Saudi Arabia and its Gulf partners. However, they have hesitated to act, primarily it appears from fear of the sort of terrorism witnessed in Kuwait on Monday.

Yet in the smaller Gulf states, where nationals are a minority of the population as in Kuwait, stability rests more on political factors than on the efficiency of the security forces. The al-Sabah family's power rests on its ability to provide continued prosperity and stability, not on its police force. The collapse of the unofficial Souk al-Manah stock exchange earlier this year with paper debts of \$60bn still in the process of being unscrambled, caused deep financial unease within the country. The unease was exacerbated because senior officials admitted openly that they had allowed the speculative wave of share-buying to proceed to counteract public concern over the Gulf war.

The world decline in oil prices and the fall in Kuwait's own production levels is also imposing financial restraint on the Government after a decade of non-stop growth. Kuwait still enjoys one of the highest per-capita incomes in the world, but must be anxious about the effect on its population if lower growth rates are combined with a growing sense of physical unease. For the very wealthy, security and survival abroad may become more attractive than only recently acquired nationalism.

The political conservatism and timidity of the rich is visible elsewhere in the Gulf, and Iran must be hoping that if it can undermine one regime the others will topple in succession. However there is no evidence yet that Saudi Arabia, the real prize for the radicals, is showing signs of political strain while Oman, under the pro-Western Sultan Qaboos, remains aggressively independent of Arab radicalism.

The United Arab Emirates—with seven member emirates—is holding together better than many people would have forecast 10 years ago, despite recent problems about the scale of budget cuts.

Bahrain and Qatar also appear outwardly politically calm. There is no evidence of any groundswell of support for the radicals with their leaderships. But all these states fear that they cannot for ever be isolated from the ferment in the region.

## International Debt

## There is a way to defuse the bomb

By Allan H. Meltzer

ARGENTINA, Brazil, Mexico, Nigeria, Venezuela, the Philippines, Ghana—one after another they announce they cannot pay the current instalment or interest on their debt. A flurry of activity follows. Bankers, Government officials and international bureaucrats scurry about until they agree on the size of the patch to the country's financial position. Another "crisis" passes or is swept from public attention by some newer, possibly larger, foreign or domestic problem.

A year ago, it was fashionable to worry about the "debt bomb." A year later, after a torrent of words and a lot of discussion, international debts are larger, not smaller. There are more reschedulings. A growing list of countries is unable to pay the interest on its debt.

The International Monetary Fund has more money for international loans. After long delay, the U.S. Congress voted to pay its share of an almost \$50bn increase in the amount available for lending to governments around the world. The speeches and talk preceding this decision describe the increase as a step along the path leading to an orderly solution to the debt problems. It is not. At most the new loans will slow the drift toward a future crisis.

Current practice is hard to defend. When a country cannot pay the principal or the interest on its debt it goes through "rescheduling." Repayment is put off for several years in exchange for a fee, at times hundreds of millions of dollars. Of course, the debtors don't have the money to pay the fee or the interest on the old debt, so the banks lend them more money. The debt gets bigger, interest payments rise and the problem grows.

The banks record the fees and the interest payments as income, but they receive only the new money that they and the Fund advance. The income that the banks report is just their own money recycled back to them. The increase in the Fund's

ability to lend permits this process to continue. The best that can be said is that the lending buys time while the governments decide what to do.

But that is not happening. The Fund, the banks and the governments do not have a plan to solve the problem. They just hope that the problem will go away as the world economy recovers. If that does not happen, governments of the major creditor countries will be under pressure to take over the losses and bail out the banks.

There is no justification for a government bailout. Banks have years of experience with problem loans of all kinds. The usual way of dealing with debtors who cannot pay their

debt is to sell the property and settle the debt. The exchange would lighten their debt burden and improve the quality of the banks' claims. The debtors would, of course, have to make the politically difficult decision to surrender partial control of state-owned enterprises, but this seems far less costly than the most likely alternatives—continued severe reductions in standards of living for most of the population or an explicit moratorium on debt payments.

The banks' loans are valued by the accountants and regulators, well above the value the loans would bring if sold in financial markets. These values are fictitious. If the loans were traded like bonds, they would now sell well below par. The banks have little chance to recover the full value of their loans. When they occasionally sell loans to other banks, they receive only about 70 to 80 per cent of the face value. If part of the debt is exchanged for equity, as I propose, the exchange should be made at current market value.

## Exchange part of the debt for shares in government controlled firms

debts is to sell the property and settle the debt.

This traditional practice has not been used this time because many of the loans are guaranteed by sovereign governments. These guarantees have been debased, however, by the policies many of these governments followed. Instead of encouraging efficiency and growth, many of the debtor countries followed inflationary policies, built large central government bureaucracies and allowed them to control most of the investment and a large share of the spending financed by foreign loans.

The governments in the debtor countries now own or control many firms and valuable assets, including oil wells, petrochemical plants and banks in Mexico; iron ore, electric power plants and petroleum refineries in Brazil, and other assets elsewhere. These government corporations can be a source of profits if they are operated efficiently. They also offer a way to reduce the external debt to manageable size.

The debtor countries should exchange part of the outstanding debt for shares in the firms

Debtor countries and creditor banks have no incentive to look at this solution to the debt problem, or any other, until they are convinced that they will not be bailed out by the taxpayers. The first step toward a solution is to end the present stalemate. The public has a large stake in this issue because uncertainty and current policies restrict world trade and hinder economic development and recovery.

The most severe restrictions are imposed by the International Monetary Fund. The Fund requires countries to reduce imports and to expand exports as a condition of receiving aid. But Brazil, Mexico, Argentina, and Nigeria have substantial trading arrangements. When each country contracts its imports, it contracts the exports of one or more of the others, so all are worse off.

These contractive policies make no sense. They are cut from the same cloth as the financial policies of the 1920s, and they have a similar result—repeated, spreading financial distress.

The author is John M. Olin Professor of Economics at Carnegie-Mellon University and Visiting Professor of Economics at the City University, London.

## Letters to the Editor

## Competition policy—an insoluble area?

From the Chairman, National Bus Company

Sir—Thomas Sharpe's generally thoughtful article on competition policy (December 7) contained a passing, but misleading, reference to the express passenger transport business. The implication was that National Express as a public monopoly exploited its dominant market position. The simple answer is contained in his first paragraph where he rightly says "there are losers as well as winners." National Express merely did what any other market leader would do in the face of competitive threat.

The most important effect of the deregulation of express coach services in October 1980 was that express coaches were permitted to embark upon unrestricted competition with British Rail, which in a market dominated by the private car still has a market share roughly double that of the express coach. Such healthy competition continues to be frustrated by the fact that BR Inter-City is subsidised by the taxpayer and in a price sensitive market BR can and does use uneconomic pricing as a weapon to counter market share.

It must be recognised that there are natural barriers in any market to free competition. In this case, the high cost of market entry. National Express operates a national coach network with established coach-to-coach interchange points (made use of by 25 per cent of our customers). When integrated

with regional bus services this provides comprehensive geographic coverage (over 100 principal destinations served direct from Luton for example). This network is backed by a substantial marketing capability covering passenger handling at off-street terminals, booking systems and a nationwide network of agency outlets to make it easy to gain access to the product. New market entrants could not compete effectively without this back-up and given the uncertain circumstances described in the previous paragraph the necessary capital investment was a very high risk proposition. In fact, a substantial number of independent coach operators operate in conjunction with National Express principally to gain the benefit of our broad marketing capability.

The movement of customers by coach occurs in several ways. National Express is indeed market leader in the high risk, low return regular express service business based on the sale of individual seats. Independent operators have the lion's share of the complementary fields of private coach charter and excursions, which are low risk, low return businesses requiring little capital investment and only local marketing capacity.

In a more general sense, a few additional observations can be made. The scheduled express services in this country, as an effective presence in the market place, will need to be in the hands of relatively few national operators, regardless

of whether the business is in public or private ownership. In fact, if National Express ceased to exist, it would probably need to be reinvented.

The business growth achieved by National Express in a competitive commercial environment is something that any entrepreneur would be proud of, and that growth has been drawn from competitors and from new business generation. Such success was founded on a thorough knowledge of the market and identification of where growth potential existed. Other operators, as British Airways has recently found in its experiences with British Midland and the Shuttle, are always free to exploit any market leader, no matter how dominant his position, if he does not keep in touch with his market.

Competition policy is a difficult and perhaps insoluble area. Deregulating markets will only allow competition to develop if the emphasis is placed on the market rather than the product. Government intervention in the long distance travel market has in recent years included support for car manufacturers and BR, who between them have a share of about 85 per cent, but nothing for coaches, which are usually bas daily contact with stockbrokers and banks have their trust divisions for the larger investors. Perhaps the banks could give more encouragement to their customers to seek advice.

Although it is pleasing to see wider share ownership through pension schemes, our council would also like to see more private investment either directly or through company employee share ownership schemes which, I am glad to say, are becoming more

## Fall in capital spending

From Professor D. Myddelton

Sir—Mr Peter Rees, Chief Secretary to the Treasury, is reported (December 7) as suggesting that public sector capital spending "has probably remained about level in real terms since 1978/79." This may be so for the nationalised industries, at about £11bn 1980 pounds each year, but surely not for the public sector as a whole?

The National Income and Expenditure Blue Book shows a significant fall in general government capital spending from £11bn 1980 pounds in well of domestic disinvestment and to less than £4bn in 1982.

It is not so much the fall in government capital spending that is to be deplored, since so-called "investment" can easily turn out to be wasted. Rather it is the staggering increase in the cost of the welfare state from 22 per cent of national income in 1972 to 32 per cent in 1982 (that is, from about £36bn to about £44bn 1980 pounds).

The welfare state is an irresponsible society because it deliberately separates costs from benefits. Its existence also tempts irresponsible politicians to jettison capital spending, whose benefits, if any, may not be enjoyed for several years, in favour of excessive costs of welfare services thought necessary to bribe the electorate.

(Professor) D. R. Myddelton, Cranfield School of Management, Cranfield, Bedford.

## An accounting convention

From Mr J. Sheffington

Sir—Mike Osborne (December 7) raises a point which I have been making for some years. It seems quite illogical that the Government cannot finance its capital expenditure by borrowing. The contra to this, however, is that it must make periodical repayments of the loans over the life of the asset, which is the method used by commercial concerns. It appears that Governments just continue to increase their borrowings. One would not mind Government borrowing if it were utilised to meet capital expenditure and the breakdown of Government expenditure would therefore be most revealing.

J. C. Sheffington, The Coach House, Upper Easing, Godalming, Surrey.

## CURRENCY OPTIONS

Who first responded to the corporate world's need for guaranteed exchange rates 2 years ago by inventing tailor-made options?—International Treasury Management, Ltd. Sharp-sighted, swiftly responsive, and uniquely equipped. Who has always had the largest worldwide banking presence on the Philadelphia option exchange in volume terms?—Marine Midland Bank.

- We offer:
- ☐ All major currencies (DM, £, SF, CAN \$, YEN) v. U.S. \$
  - ☐ Other currencies on request
  - ☐ Any strike price
  - ☐ Any expiration date (up to 9 months)
  - ☐ Any amount up to \$25,000,000
  - ☐ European or American style options

For further information, please call International Treasury Management, Ltd., 01-638-9411. 34 Moorgate, London EC2R 6JR.

## International Treasury Management, Ltd.

A partnership between The Hongkong and Shanghai Banking Corporation and Marine Midland Bank.

ional roll-up

ATONAL ACCOUNT



**Bostwick Industrial Doors**  
Bostwick Doors (UK) Ltd.  
1000 Industrial Estate, Stockport  
Cheshire SK3 3ED England  
Tel: 061-442-7227 Telex No: 657724

# FINANCIAL TIMES

Wednesday December 14 1983

**BELL'S**  
SCOTCH WHISKY  
**BELL'S**

ISRAELIS POUND ARAFAT LOYALISTS IN TRIPOLI

## U.S. shells Syrians near Beirut

BY NORA BOUSTANY IN BEIRUT AND DAVID LENNON IN TEL AVIV

U.S. warships opened fire on Syrian anti-aircraft positions in the Lebanese mountains yesterday after American aircraft on reconnaissance flights were shot at, a U.S. embassy spokesman said.

There was naval gunfire directed at anti-aircraft positions in the mountains east of Beirut which fired on U.S. reconnaissance aircraft, he said.

Shortly afterwards, Israeli gunboats pounded guerrilla encampments of Palestine Liberation Organisation (PLO) leader Yasser Arafat's loyalists along the coast near the port city of Tripoli. This was the second Israeli attack against Palestinian strongholds in less than a week.

It was not clear whether the U.S. action was in any way related to the Israeli gunboat shelling. A spokesman for Mr Arafat said three of their encampments had been hit.

The clashes occurred as prepara-

tions were going ahead for President Amin Gemayel of Lebanon to fly to London for a two-day visit, and coincided with negotiations to finalise arrangements for the evacuation of the besieged Christian town of Deir al-Qamar in the Chouf mountains.

Yesterday's actions have also cast doubt on whether the Israelis will allow the UN-sponsored evacuation of Mr Arafat's fighters to go ahead.

The army spokesman in Tel Aviv said that the gunboats scored direct hits on strongholds and roadblocks of the loyalist PLO forces south of the northern Lebanese port.

The PLO forces fired artillery rounds back at the attacking gunboats, but the Israeli spokesman said that its navy had suffered no casualties.

Earlier in the day, two Israeli soldiers were injured when a bomb exploded at the side of a road in Sidon as their patrol passed by. Before

that, there had been an unsuccessful hand grenade attack on an Israeli armoured patrol in the town.

Israel has so far refused to give any guarantee to Greece or the UN that it will not attack the Arafat forces when they sail from Tripoli. Israel vehemently opposes the UN decision to give its protection to the PLO forces being evacuated.

A number of ministers in Israel have said that Mr Arafat should not be allowed to leave Tripoli alive. The Cabinet has not endorsed this view, but Israel is determined to prevent a smooth departure for Mr Arafat, especially after his group claimed responsibility for the bomb in Jerusalem last week which killed five passengers on a bus.

President Gemayel was due in London late yesterday as intense negotiations continued over the evacuation of some 25,000 Christian refugees, blockaded by Druze militiamen in the Chouf mountain town

of Deir al-Qamar since last September.

Following international pleas for the lifting of the siege and reported Israeli threats, the leadership of the Druze Progressive Socialist Party announced it would allow Christian militiamen and civilians to leave the town to spend Christmas with their families.

PSP officials and International Red Cross spokesmen said in Beirut yesterday that the International Committee of the Red Cross (ICRC) would supervise the evacuation of civilian villagers over a five-day period.

President Gemayel will today meet Mrs Margaret Thatcher, the British Prime Minister, Sir Geoffrey Howe, the Foreign Secretary and leader of the opposition during his visit to London.

Explosions in Kuwait, Page 19; U.S. concern on suicide attacks, Page 4

## Renault reduces stake in Volvo Car to 9.4%

By Kevin Done in Stockholm

RENAULT, the French motor group, has reduced its shareholding in Volvo Car, the car manufacturing subsidiary of the Swedish industrial concern, to less than 10 per cent.

In a surprise move, it has sold back to the Volvo parent company a stake of 5.6 per cent in Volvo Car for Skr 180m (\$22.3m), leaving it with a holding of 9.4 per cent. The other 90.6 per cent is held by Volvo. Renault originally paid Skr 80m for the shares through a convertible loan.

Renault was originally expected to increase its holding in Volvo Car to 20 per cent in 1985-88. Volvo Car is also repaying to Renault an outstanding convertible loan of Skr 80m.

Volvo and Renault entered a far-reaching technical and financial agreement at the end of 1978, aimed at co-operation in research, product development and production.

At the time, Renault paid Skr 170m for a 9.4 per cent share in Volvo Car and subscribed to two convertible loans, each of Skr 80m, that would have increased Renault's holding in two stages to 20 per cent by 1985-88. The first loan was converted into equity in 1981, raising Renault's stake to 15 per cent.

Both companies emphasised yesterday that the technical and industrial co-operation would not be affected in the change in shareholding. Renault would still be able to appoint two members to the Volvo Car board.

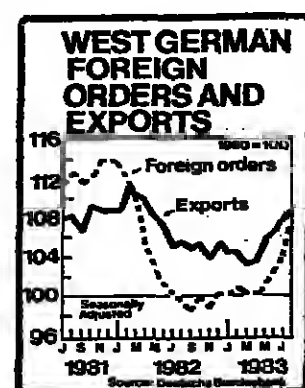
Since 1980, Volvo Car's financial position has developed far more favourably than the parent companies had expected, which has allowed them to reduce the financial support originally granted.

By increasing its stake to more than 90 per cent, Volvo has also secured itself much greater freedom of manoeuvre under Swedish corporate law for transferring profits from one part of the group to another.

State fund for French car maker, Page 21

## THE LEX COLUMN Red ink in the Ruhr valley

Yet again, there was no holding the dollar yesterday and the gilt-edged market is now becoming distinctly edgy at the persistence of the trend. Meanwhile, back in the real economy, according to the official figures UK production went into reverse in October. But this may reflect more on the perversity of this statistical series than the course of the domestic recovery.



### German industry

The buffing and puffing of West Germany's economic locomotive is taking a grave toll on many of the stokers in the engine room. Yesterday, IBI finally gave up its battle to stave off bankruptcy while GHH, the largest mechanical engineering group in Europe, hinted that net losses of DM 83.9m recorded during the year to June might force a dividend cut for the second year in succession.

The experience of these two companies is not altogether typical. IBI always looked a maverick within the country's capital goods industry, while GHH can blame most of its problems squarely on its biggest subsidiary, MAN. Yet, with Thyssen, Volkswagen and others still showing losses, the overall picture has hardly been encouraging.

The worst should by now be over. GHH itself reported that new orders were showing a 15.4 per cent gain during the four months to October, admittedly from a very depressed base, while the capital goods industry as a whole reported a 6.5 per cent increase in the real level of orders over roughly the same period.

Encouragingly, the recovery in the West German economy, which has been gathering pace since early this year, is shifting from the consumer to the capital goods sector and from domestic to foreign demand. The effect has yet to show through strongly on either industry production or on exports, both of which showed a small decline in real terms during the third quarter, but the stock market is now expecting corporate profits growth of around 15 per cent next year.

Even that kind of performance will not appease the ranks of analysts who see West Germany's capital goods industry in a phase of structural decline. The fact that Germany's machine tool industry is still firmly in the doldrums after a year in which the dollar has appreciated by close to a fifth against the D-Mark and the principal Western

markets have at last been showing respectable growth is no source of comfort.

### Financial futures

Liffe duly received the official imprimatur of approval yesterday when the clause extending pension funds' exemption from income tax to include operations in the futures market saw the light of day. The legislation was originally planned for the first of this year's Finance Bills, and was lost on the early calling of the general election. In compensation for the delay, the clause as drafted provides a broad brush exemption, in contrast to the more circumscribed relief that have emanated from the Inland Revenue in recent years. Furthermore, the clause will have legislative effect as of yesterday. Liffe has already instituted seminars for the funds on how to use the various instruments, and there should be a steady trickle of newcomers to the market in the coming months.

### Meyer International

The timber cycle is notoriously a vehicle whose riders spend half their time pedalling very fast and the other half trying to mend punctured balance sheets. Meyer International is apparently carrying off the remarkable feat of doing both things at the same time.

Meyer is certainly getting the full impact of rising softwood prices in its gross margins, and there is also a fair slug of rationalisation savings. Trading margins have run up with a whoosh from 4.4 per cent to 7 per cent, while pre-tax profits for the six months to September increased by no less than 167 per cent to £18.8m.

At this stage in the game, with a

lot of Canadian and Scandinavian mills starting to come back on stream and softwood prices likely to level off sometime next year, seasoned traders of the old Montague Meyer shares must feel tempted to make the traditional switch back to the less volatile performers in the sector. But Meyer's gearing is set to fall, perhaps to not much more than 25 per cent by next March, and it seems to have been moving quite swiftly to reduce the scale of its riskier ex-quay wholesaling. So, with a prospective multiple of not much more than 7 on last night's 152p, the temptation to switch may prove more resistible.

### Smith & Nephew

After a decade of steady growth, Smith & Nephew has this year produced one set of quarterly figures after another which rather belie its image in the market as worthy bit dull.

Yesterday's pre-tax profits increase from £23.4m to £20.1m for the first nine months incorporates a 31.6 per cent gain in the third quarter on the back of a painstaking improvement in operating profit margins.

This new rate of growth may not be sustainable but has obviously benefited from the cyclical recovery which began in last year's fourth quarter for many of the company's products, notably plastics and dentin. But also underpinning it have been the gathering momentum behind sales of the new Op-Site medical dressing product - which should reach £17m worldwide in 1983 - and the substantial improvement in the U.S. plastics subsidiary, Anchor Continental; its dollar profits look like rising as much as 50 per cent this year.

S&N has directed over \$15m of capital investment in the U.S. since buying Anchor and is now actively looking for another significant acquisition there. Its U.S. Op-Site licensing agreements will boost U.S. income in the meantime and have probably already made a small contribution to cash flow. Interest charges are in any case falling and the debt equity ratio should end the year under 20 per cent. The company looks on target for pre-tax profits of rather more than £43m for 1983. On a stated tax basis this implies a multiple of just over 15 on the shares at 163p, down 2p but developments in the U.S. might yet warrant a higher rating still.

## Hellenic Lines files for protection

By Andrew Fisher in London

HELLENIC LINES, the leading Greek liner shipping company, which ran into financial trouble over interest payments, has filed for protection from creditors under Chapter 11 of the U.S. bankruptcy code.

The company, based in Greece but with much of its management in New York, defaulted last month on a \$2.4m interest payment on an \$80m credit arranged by Morgan Guaranty and three other banks.

Since then, the banks - also including Continental Illinois, also of the U.S. National Westminster of the UK (through its U.S. subsidiary), and Banque de la Société Financière Européenne, of France - have had 10 ships arrested. Other creditors have had at least seven more seized.

The filing under Chapter 11 will only affect Hellenic's U.S. operations and assets. It is unclear, though, how these will be defined, as Hellenic runs scheduled shipping operations between the U.S., the Mediterranean, the Middle East, Africa, and south Asia.

Hellenic, headed by Mr Gregory Callimanolopoulos, embarked a few years ago on a \$320m expansion programme to reinforce its position as a leading container-ship operator on these routes.

The finance came from shipyards and banks. Hellenic's banks, led by Morgan Guaranty, decided to arrest the various ships after it became clear that the Callimanolopoulos family was not prepared to put up more of its own money.

The shipping company said its U.S. subsidiary, Hellenic American Agencies Inc, had also found it necessary to file for Chapter 11 protection after the filing by Hellenic Lines, its main client. The agency company deals with customers, organising their cargoes and documentation.

## Bankruptcy proceedings start for IBH

Continued from Page 1

Among the shareholders affected, apart from Herr Esch himself with 9 per cent are General Motors of the U.S., the Dalah Establishment of Saudi Arabia, Powell Duffryn and Babcock International of the UK, and the Schroder Mitsui-Meyer Hengs (SMH) bank, whose extended lending to the concern helped precipitate the crisis.

Herr Esch, who founded IBH eight years ago and rapidly built up through cheap acquisitions, resigned as head last month after his own restructuring plan failed. At its peak, IBH employed over 10,000

## UK sales boom puts gloomy official output figures in doubt

BY ROBIN PAULEY IN LONDON

BRITISH INDUSTRY is recovering only very slowly from the recession, and manufacturing industry in particular is continuing to have a very thin time, according to official figures released yesterday.

The Central Statistical Office figures for the output of production industries show a fall in October, contrary to market expectations which had forecast a rise after three fairly stagnant months. However, this index is among the more notoriously unreliable and is useful only as a guide to longer-term trends.

The last three months show a rise in total output of 1 per cent over the previous three months and 1.7 per cent on a year ago. The monthly figure for October was a drop of 0.5 per cent compared with September.

Even on a three-monthly basis the output figures indicate only weak recovery, but there are signs that the figures may be understating the true position. The recent Confederation of British Industry trend surveys, which have a high reputation for accuracy, indicate a

higher level of output than the official figures are recording.

The persistently booming level of retail sales and consumer spending indicate that there should be some feedback into domestic industry's order books if the entire spending boom was being fuelled by imports, the balance of payments would by now be substantially negative rather than close to balance.

One of the problems with the production industries' output index is its construction. About 70 per cent of the survey is in value terms, which then has to be deflated; stock adjustments have to be calculated and then everything has to be seasonally adjusted. This regularly leads to very substantial revisions to monthly figures.

The index for manufacturing industry, for example, showed a substantial jump from 93.2 in June to 93.8 in July before falling back to 93.5 in August. This July figure has now been heavily revised to 94.4 (1980 = 100).

The all-industries index in October was 100.4 compared with 101.0 in September and 100.9 in August (1980 = 100). The manufacturing index was 94.0 in October after 94.2 in September. The all-industries index has been helped by record oil and gas production, which rose 8.4 per cent in the three months to October.

The manufacturing index looks very poor historically. The 94.0 October figure compares with 94.3 for the third quarter of 1983, 93.9 for the second quarter, 94.4 for the first quarter, 92.8 in the exceptionally poor fourth quarter of 1982 and 93.5 in the third quarter of 1983. Its trough was 92.4 in the first quarter of 1981 and its high point was 112.2 in the second quarter of 1979.

Within manufacturing, performance varied in the three months to October, building materials, chemicals and man-made fibres advancing, engineering, textiles and clothing remaining flat, and metal manufacturing, food drink and tobacco declining.

## BNOC price agreement delay

BY RICHARD JOHNS IN LONDON

AGREEMENT between the British National Oil Corporation and oil companies on prices for North Sea crude for the first quarter of 1984 is expected to be delayed until after Christmas and perhaps into the New Year.

BNOC, which disposes of royalty oil in behalf of the British Government, and in addition purchases 51 per cent of output under participation arrangements, began exchanges with suppliers and customers at the beginning of the week.

It is evidently aware that any North Sea reduction could undermine the Organisation of Petroleum Exporting Countries' fragile price structure. In particular, any cut could trigger off one by Nigeria, whose light crude is in direct competition.

Yesterday BNOC dismissed as speculation a report from New York - attributed to "senior U.S. oil industry sources" - that it was likely to cut prices by up to one dollar a barrel within the next two weeks.

In London one major U.S. oil company suggested that pressure on BNOC was "highly exaggerated", suggesting that Brent Blend, the North Sea reference, was still competitively priced in relation to comparable West Texas crude.

In the oil industry the belief was also expressed that the Treasury would put pressure on BNOC not to bow to any market pressures and to prevaricate as long as possible.

BNOC's discussions with the industry would normally have started at the beginning of December but were deferred to await the outcome

of Opec's conference in Geneva. It ended last Friday by confirming its preference price of \$29 for the "marker" crude Arabian Light, its production ceiling of 17.5m barrels a day and existing quotas of member states.

Squeezed by conflicting pressures, BNOC, as well as most oil companies, will want to delay a final decision as long as possible to see whether Opec succeeds in restoring confidence in its ability to maintain its official price structure in the face of a sagging spot market. Any agreement could be backdated to the beginning of the year.

BNOC is in a difficult position because it pays for North Sea crude at official selling prices and risks suffering losses through selling on the spot market at below official rates

## GAF chief hands over control

By Paul Taylor in New York

MR JESSE WERNER, chairman of GAF, the U.S. chemicals and building materials group, yesterday conceded defeat in the proxy battle with a group of dissident shareholders for control of the company. Mr Werner told GAF shareholders at the reconvened company annual meeting in New York yesterday that he was handing over control of the company to Mr Samuel Heyman and his slate of nine other directors.

The new board was to meet later yesterday. The dissident shareholders' victory marks the end of a 10-month battle for control of the company sparked by disagreements over its future direction. It opens the way for GAF to sell its chemicals business.

Mr Heyman said after the meeting that GAF will seek to sell the specialty chemicals business rather than dispose of its building materials group, as the previous board had favoured.

Allied Corp earlier this year offered to pay \$140m for the chemicals division but subsequently called off the deal. Last week, Allied said it might be interested in reopening discussions. Mr Heyman has said at least three companies have expressed interest in buying the chemicals business.

Amalgamated Sugar revealed separately in a Securities and Exchange Commission filing that it has increased its stake in GAF to 7.5 per cent. In the filing, Amalgamated Sugar said it holds 1.03m GAF common shares.

## Print dispute threat to unions' chief

Continued from Page 1

Epoc statement and thus placing Mr Murray in an apparently impossible position. Mr Murray, who is 61, has been TUC general secretary for the past 10 years and is regarded as taking a pragmatic approach to industrial relations.

Much - perhaps all - will hinge at today's meeting on the way in which the four delegates from the National and Local Government Association (Nalga) cast their votes. The union is normally moderate, but the delegates appear bound by a Nalga executive statement of support for the NGA, adopted on November 26, which explicitly "requests the Nalga representatives on the TUC general council to give positive backing to the NGA's requests for support."

Ms Ada Maddocks, the senior Nalga official who is an Epoc member, voted with the minority against support for the NGA on Monday night. However, Mr Morris Steele, the Nalga president and a general council member, said yesterday he would press for a vote for support at a meeting of the four delegates this morning before the council meeting.

Mrs Margaret Thatcher, the Prime Minister, in a move unlikely to increase Mr Murray's support on the council today, congratulated him on his stance, saying he was "setting an example which the Leader of the Opposition (Mr Neil

Kinnock) could do well to emulate."

The NGA acknowledged yesterday that it needed the backing of the TUC council. Mr Wade said: "It is probably true that we cannot win without the full support of the general council." He added, however, that the NGA could still mount an indefinite strike, or a 24-hour work stoppage, or impose the pickets outside the Messenger's Warrington plant.

The dispute began over the issue of a "closed shop" - employment of union members only - and the sacking of six NGA workers.

A mass demonstration has been called for today in Warrington, organised by the North-west TUC regional council.

## U.S. consumer spending surges

Continued from Page 1

Dolls" - of an American consumer on the rampage.

Earlier this month it was reported that unemployment in November fell much more sharply than expected and, on Monday, the Federal Reserve Board reported that consumer credit, the only sector of the economy, apart from the Federal Government, which has been borrowing heavily this year, hit a new, seasonally adjusted record in October of \$45.6bn.

While economists' caution that some of the data now being released will be revised, and that seasonal and other adjustments

may be distorting and improving the good news in, for example, unemployment performance, the overwhelming judgment is that the economy is expanding more rapidly still than generally expected.

Another strong gain in retail sales in December seems certain with stores reporting booming Christmas sales and a strong rise in consumer income. Many economists share the view expressed earlier this week by Mr Regan that the momentum in the economy now will carry over into the first quarter of next year.

The detailed Commerce Department report on retail sales showed that overall sales in November rose to \$102.5bn from \$100.6bn in October, adjusted both for seasonal, holiday and trading day factors.

Car sales were 5.4 per cent higher than in October, and 19 per cent above the November 1982 level at a new record.

Furniture stores were the only durable goods sector showing a sales decline, a response to recent weakening in the housing market. Non-durable goods sales were 0.9 per cent up.

## World Weather

Area	C	F	Area	C	F	Area	C	F
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59
Amman	14	57	Delaware	9	48	Halifax	15	59

Readings at midday yesterday:  
C-Dewy D-Breeze F-Fog P-Fog H-Hail R-Rain  
S-Sun W-Weather X-Storm Y-Yellow Z-Zero

**Grindlays - your banking connection...**

Strength on the ground and experience are essential for a successful international banking connection.

In the Middle East, Grindlays has over 40 branches and more than 50 years experience. Just contact Grindlays in London, Düsseldorf, Geneva, Madrid, Paris, Zurich and in 33 countries around the world for your banking connection with the Middle East.

**...with the Middle East.**

**Grindlays Bank Group**

London: Grindlays Bank p.l.c., Minerva House, Montague Close, SE1 9DH. Tel: 01-626 0545. Telex: 885043/6 GRNDLY G.

Middle East: Branches and offices in: Bahrain, Jordan, Oman, Pakistan, Qatar and United Arab Emirates.

Branches and offices in: Australia, Austria, Bahamas, Bahrain, Bangladesh, Brazil, Canada, Colombia, England, France, Germany, Ghana, Greece, Hong Kong, India, Indonesia, Iran, Japan, Jersey, Jordan, Kenya, Republic of Korea, Malaysia, Mexico, Monaco, Nigeria, Oman, Pakistan, Qatar, Scotland, Singapore, Spain, Sri Lanka, Switzerland, Taiwan, Uganda, United Arab Emirates, United States of America, Zaire, Zambia, Zimbabwe.

Published by The Financial Times (Europe) Ltd., Frankfurt Branch, represented by G.T.S. Damer, Frankfurt/Main, A.V. Hart, R.A.P. McClean, M.C. Gorman, D.E.P. Palmer, London, as members of the Board of Directors. Printer: Frankfurt: Societäts-Druckerei GmbH, Frankfurt/Main. Responsible editor: C.E.P. Smith, Frankfurt/Main. © The Financial Times Ltd. 1983.





## SECTION II - INTERNATIONAL COMPANIES

# FINANCIAL TIMES

Wednesday December 14 1983



## MAN problems may force GHH dividend cut

BY RUPERT CORNWELL IN OSERHAUSEN

GHH, Europe's biggest mechanical engineering group, could be forced to cut its dividend again in the current financial year, as a result of continuing difficulties at its principal subsidiary, the MAN engines and commercial vehicles concern.

Herr Klaus Götze, who replaced Dr Manfred Lennings barely a month ago as GHH's chief executive, confirmed that his group would make payment to shareholders for the year ending June 30 1984, but would not disclose its size.

GHH has already been obliged to reduce its 1982-83 dividend to DM 10 from DM 14, as last year showed a net loss of DM 33.9m (\$30.5m) compared with a profit of DM 84.3m in 1981-82.

Although most of GHH's other divisions managed to turn in profits despite the effects of the recession in the engineering sector generally, these were more than wiped out by

the deficit at MAN (Maschinenfabrik Augsburg-Nürnberg), in which GHH has a 75 per cent stake.

The Augsburg-based company this week reported that its net operating loss in 1982-83 reached DM 320m, after a deficit of DM 150m the previous year. It was differences over how to handle the crisis at MAN which led to the departure of Dr Lennings at the start of November.

According to Herr Gerd Wollburg, MAN's finance director, however, the deficit for the current financial year should be "markedly lower." He hoped that the company would be back in the black by 1984-85, thanks to the rationalisation measures already under way.

Herr Otto Voisard, MAN's chief executive, said that the problems at the group's heavy vehicle and diesel engine divisions had made last year the most difficult since the war.

Total sales by MAN slumped some 9 per cent in 1982-83 to DM 8.8bn - the main reason why group

turnover at GHH declined during the same period by an adjusted 10.3 per cent to DM 15.9bn. The contraction at MAN is the main cause of the cut of some 5,000 in the GHH group's total workforce expected during the current financial year.

Herr Götze, however, denied suggestions that parts of MAN might be sold to the BMW motor company as part of its recovery programme. Senior GHH executives also emphasised that despite the problems at MAN, the group had no liquidity difficulties. GHH's resources were sufficient and no increase would be necessary in the present capital of DM 583m, he added.

There are some signs that the emerging economic recovery in West Germany might ease the problems of both GHH and its troubled subsidiary.

Although total orders dropped during 1982-83 by 7.5 per cent from the exceptional levels of a year earlier, there are now clear signs of a pick-up.

## Spotlight goes down in cable TV battle

By Paul Taylor in New York

SHOWTIME and the Movie Channel, two U.S. cable television channels which merged three months ago, are to acquire the assets of Spotlight, an ill-fated pay-TV joint venture.

The move is the latest in a series of consolidations and mergers which have marked a shakeout in the industry. Showtime, which is owned by Viacom International, and the Movie Channel, owned by Warner Communications and American Express, were merged into a new joint venture company run by Viacom and called Showtime - the Movie Channel in an effort to compete with Home Box Office, the leading cable channel with more than 15m subscribers, owned by Time Inc.

Under the terms of the latest deal Showtime - the Movie Channel, which has a total of about 1m subscribers, will acquire the assets of Spotlight, a small joint-venture pay-TV channel started in May 1981 by the Times Mirror Company, which plans to shut down on February 1.

Financial details of the deal have not been made public, but Spotlight's major assets include two satellite transponders on board the Hughes Galaxy 1 satellite.

Apart from Times Mirror, Spotlight's other joint venture partners are Cox Communications, Slorer Communications and Telecommunications Inc., three of the leading U.S. cable television operators. Spotlight has 784,000 subscribers.

Turner Broadcasting Systems, a major U.S. cable TV programmer, is asking cable operators to pay more than double the current fees for its 24-hour Cable News Network service in order to offset a \$15m loss on the service this year.

Turner was planning to meet with cable system operators yesterday to discuss CNN's losses, which result in part from Turner's battle with the Satellite News Channel, the American Broadcasting Company and Westinghouse Electric joint venture which Turner acquired recently for \$25m.

## Earnings gain for Seagram

By Our Financial Staff

SEAGRAM, the Canadian-based distilling and drinks manufacturing group, has reported a 27 per cent increase in third quarter net earnings from U.S.\$16.1m to \$10.1m, on sales down from \$77.1m to \$70.1m. Earnings per share rose to \$1.13 from 84 cents.

The third quarter performance brings the company's nine-month earnings to \$29.8m against \$19.5m, equivalent to \$2.56 per share against \$2.12 in the same period a year earlier.

Sales for the first three quarters were slightly down at \$1.88bn from \$1.94bn.

## U.S. GIMMICK LURES SPANISH DEPOSITORS

## Banks fight a give-away battle

BY DAVID WHITE IN MADRID

A GOOD interest rate or a pair of skis? This kind of option is becoming standard practice in Spanish banking. In the battle for customers' deposits more and more banks have started offering anything from cars to decorative clocks.

Video cassette recorders (VCRs), colour television sets and dishwashers are the most frequent prizes in this new trend, which threatens to turn bank branches into consumer bazaars.

The cue has been taken from the U.S., where a similar craze was raging a year ago, but in Spain the idea has been taken a step further.

The presents are being distributed not just as introductory incentives but in lieu of financial remuneration on clients' accounts.

Depending on how much you deposit and for how long, you can get a bicycle or a holiday. In one bank, for instance, for Pta 300,000 (\$1,900) placed for a year you can come

away with an English language course. On the other hand, you will receive only 3 per cent interest.

At another bank you can opt to sacrifice interest for five years on your carefully saved Pta 1m and claim your Seat Panda car.

Choices also range from an electronic organ to a complete edition of a once-banned history classic, Hugh Thomas's *The Spanish Civil War*.

The campaign, aimed at bringing in household savings, was launched by regional savings institutions and small banks. For the first time, however, a major Spanish bank has joined in with a pilot project in Badajoz, in the remote Extremadura region.

Banco Hispano-Americano, one of Spain's three biggest banks, has just started its scheme there under an agreement with the multinational Philips group, which supplies the goods.

For a VCR, the customer in Badajoz can put down Pta 850,000 for two years or Pta 850,000 for 18 months, and receive a small amount of interest as well.

The state banking sector has already joined in through Banco Atlántico, one of the 20 banks which came under state ownership through the expropriation of the Rumasa group earlier this year.

The give-away scheme is one of the means by which the bank is trying to recover some of the deposits lost since the expropriation.

Other banks can now be expected to join in the fray to catch up with the savings banks in the race for clients' funds.

As a means of promotion, the scheme works not only for the banks but also for the big manufacturers of hi-fi equipment, television sets or mopeds, which have found a new sales outlet.

Not surprisingly, however, it has

sparked a retailers' revolt. Electrical goods stores have been campaigning against this novel and unexpected form of competition.

Up to now, the give-aways have been displayed in the banks. However, to avoid provoking the retailers any further, Banco Hispano-Americano has decided to leave the goods in stock elsewhere and give its clients vouchers instead.

From an official point of view the system creates a problem by blurring the distinction between what is private saving and what is public saving. From an accounting angle, too, it has given the banking authorities a small headache.

Savings banks have been recording the presents as part of their promotion and advertising expenditure, rather than as part of the cost of their liabilities.

The trouble is that nobody can tell where the gift ends and the payment begins.

## Swiss investor puts \$26m into Californian thrift institution

BY WILLIAM HALL IN NEW YORK

MR WERNER RAY, a 40-year-old Swiss investor, is paying \$26.6m for a 25.8 per cent stake in the Beverly Hills Savings and Loan, a small Californian company, and will head a new international operation which will open an office in London early next year.

He will become vice-chairman of the \$1.6bn savings bank and spearhead its effort to lure European investors into the U.S. real estate market.

Mr Ray, who owns Selve Holdings, a large metals company based in Thun, Switzerland, has been active for some time in the real estate business both in the U.S. and elsewhere. He has interests in other financial institutions, including

ownership of a private German bank.

Mr Ray is the latest in a growing list of investors to become involved in the Californian savings and loan market. Californian state laws have recently been changed with the result that Californian savings and loans have much more freedom to engage in different financial activities.

The Canadian Belzberg Brothers have been active in the Californian savings and loan market for some time.

A total of 56 applications to form new Californian savings and loans are currently awaiting approval by U.S. bank regulators. The surge in interest in entering the Californian

savings and loan market has caused some concern in official circles, since it is feared that inexperienced investors will use the deposits raised by the savings and loans to finance risky ventures in real estate.

Beverly Hills Savings has agreed to pay Mr Ray \$18m for interest in eight U.S. real estate projects. In addition, it will assume approximately \$6.2m in encumbrances on properties which will be wholly owned, and on one property a \$2.3m development contract with a company affiliated with Mr Ray.

Beverly Hills Savings will make loans and provide letter of credit security in the approximate amount of \$17.7m for three projects.

## Belgian group forecasts doubled profit

By Paul Cheeseright in Brussels

UCB, the Belgian chemicals, pharmaceuticals and films group, expects to double its ordinary profits this year as the recovery in earnings during the first half continues through the second.

But the group is maintaining its interim dividend at a net Bfr 60 (\$1.07), it announced yesterday. Total net dividend payments for 1982 were Bfr 150.

Following restructuring last year, the group's films sector has moved back to profit. There has been continued growth in pharmaceuticals, and the chemicals division has roughly maintained its profits, despite the sale last year of fertiliser interests.

## Industrial modernisation fund cash for French car makers

BY DAVID MARSH IN PARIS

THE FRENCH Government's newly created industrial modernisation fund is due to make its first loan to industry before the end of the year, with a sizeable chunk of the initial payments being made to the leading car manufacturing groups, Renault and Peugeot.

The fund is being financed for the most part by tax-free savings deposits gathered from the public by France's network of mainly nationalised commercial and savings banks.

More than FFr 25bn (\$3m) has been collected from the banking system in the tax-free Coded accounts, which pay interest of 7.5 per

cent, since the system started in September. The funds have, however, been garnered mainly at the expense of savers switching money from standard longer-term bank deposits on which tax has to be paid.

Industry Ministry officials say a decision on dividing up the first batch of loans to industry is to be made on December 22. Renault and Peugeot are both seeking cash to help to finance introduction of robots and automated assembly line techniques at their French factories. Officials, however, denied reports that the two groups were to receive FFr 500m each of the first FFr 1.5bn slice of modernisation fund loans.

The fund, part of a series of efforts by the Government to step up long-term investment credits to French industry this year, allows companies to borrow money for periods of up to 10 years at an interest cost of 9.75 per cent. The Government agreed earlier this year that the fund would have at its disposal FFr 3bn this year and a further FFr 8bn next year.

Payments to Peugeot could be made at a time when the Government's relationship with the leading private car group has deteriorated as a result of Peugeot's plan for large-scale buy-outs at its Talbot plant at Poissy, near Paris.

## Copersucar sells U.S. coffee group

By Our Rio de Janeiro Correspondent

COPERSUCAR, the heavily indebted Brazilian sugar and alcohol fuel group, has sold Hills Brothers Coffee, the third largest coffee company in the U.S., to a group of private San Francisco investors, including members of its present management, for \$34m.

Hills, a century-old company, was bought by the Brazilian group in 1978 for an undisclosed sum. In its early years under Brazilian ownership it made substantial losses and saw its market share shrink.

Sr Jose Luiz Zillo, president of Copersucar, said the new owners would also be taking over responsibility for a \$50m syndicated loan for Hills led by Morgan Guaranty, raised in March 1982.

In the financial year to the end of May, Hills declared a profit of \$8.5m, of which \$5m was repatriated to Brazil, on sales of \$350m.

## Shell Brasil forecasts first fall into the red

BY OUR RIO DE JANEIRO CORRESPONDENT

SHELL BRASIL SA, the largest privately owned company in Brazil which had sales last year equivalent to \$3.7bn, is forecasting its first ever loss in 1983, after 70 years of operations.

Sr Abel Carparelli, president of Royal Dutch/Shell's Brazilian subsidiary, said the loss would be "several billion cruzeiros." At the average exchange rate for the year, this would put it in the range of \$3m to \$10m.

He attributed most of the responsibility for the result to the company's heavy investments in bauxite and aluminium in Brazil, most of which are not yet showing a return. Shell Brasil is investing a total of \$882m in three major mining and metal processing projects.

However, the impact of last February's maxi devaluation on the oil company's financial charges, as well as a reduced market share in

the lubricants business, were also blamed for the poor showing.

As with all the other oil products distributors in Brazil, Shell is seeing a steady decline in its petrol station sales, as a result of recession and the government's policy of increasing the authorised retail prices of petrol and fuel alcohol at above the prevailing inflation rate.

Shell Brasil expects the industry's sales to decline by 6 per cent to 7 per cent this year. In 1982 the Anglo Dutch company suffered a 6.2 per cent reduction in its overall sales, marginally better than Petrobras, the giant state owned distributor which saw sales decline by 7.2 per cent.

In 1982 Shell Brasil made a small profit of Cr 1.5bn (\$7.8m) at the exchange rate at the time on sales of Cr 701bn. Before monetary correction under the inflation adjustment formula, it made a loss of Cr 5.5bn.

## UNCERTAINTIES BESIEGE CROSS-BORDER LEASING IN BRAZIL

## Debt talks leave leasing in the cold

BY ANDREW WHITLEY IN BRAZIL

INTERNATIONAL leasing operations for Brazil - viewed by the FF. Getulio Government, until very recently, as an ideal way of maintaining capital goods imports at no immediate cost to the vital foreign trade figures - have become a notable casualty of the debt renegotiation marathon.

The reason is not hard to understand. The foreign debt talks have so far ignored what is, after all, a side issue. The total assets in question are probably no more than \$1.3bn, compared with Brazil's gross external debt of over \$90bn.

But the trap of uncertainty which the industry finds itself in today has also been aggravated by a number of decisions by Brasilia.

"We realise our problems pale by comparison with those of the big banks," said Mr Karl Parrish, president of Manufacturers Hanover Leasing, last week in Rio de Janeiro. He was on his way to Brasilia to seek redress for the leasing business in the new Brazilian refinancing package, confident that leasing could - and should - play a role in solving the country's problems.

In February, when the international banks' first emergency jumbo loan for Brazil was put together, it was decided, controversially, that cross-border leasing was not a per-

missible application for the new money.

Nor, apparently, was it clear to anyone concerned whether leasing assets should or should not be included in part two of the rescue package, dealing with the rollover of these bank loans falling due for repayment in 1983. As a result, they were left out.

Cast into limbo, whether by oversight or neglect, cross-border leasing to Brazil has come to a virtual standstill. This year the industry is gloomily forecasting a 40 per cent decline in new business, measured in U.S. dollar terms.

In contrast, it had grown over the previous five years at a phenomenal average rate of 45 per cent a year. Last December the 57 companies operating in the local market had total assets of \$2.8bn, split roughly equally between U.S. dollar and cruzeiro-denominated transactions.

"We have put a hold on most transactions because of the uncertainty over how they will be treated in the debt negotiations," said Mr Parrish.

Manufacturers Hanover, which leads the sector in Brazil, with a 10.2 per cent share, says it has about 10 deals, each with an average value of \$5m, in the pipeline.

The problem was taken up with the bank advisory committee in New York, with no success. Those leading banks, such as Manufacturers and Citibank, which are prominent in the Brazilian leasing business seemed to take the view that their subsidiaries should sort the problem out for themselves directly with the Brazilian authorities.

As a creditor bank's total exposure on a given date is used as the basis for calculating its liability in any future loan share-out for Brazil, Manufacturers Hanover, for one, is anxious to know how its leasing assets are going to be treated.

The U.S. financial conglomerate will not reveal the total size of its leasing portfolio in Brazil. But it says Brazil accounts for 20 per cent of its international business and that, so far at least, the quality of its portfolio remains "very good."

It cannot rely on this relatively comfortable position lasting much longer. The Brazilian market for imported capital goods collapsed this year, and is unlikely to pick up to any significant extent next year unless the present obstacles in the way of cross-border leasing are eliminated.

In addition, given the uncertainties over how long the Brazilian rescue package will remain in force, there are few takers these days in

the private sector for hard currency loans.

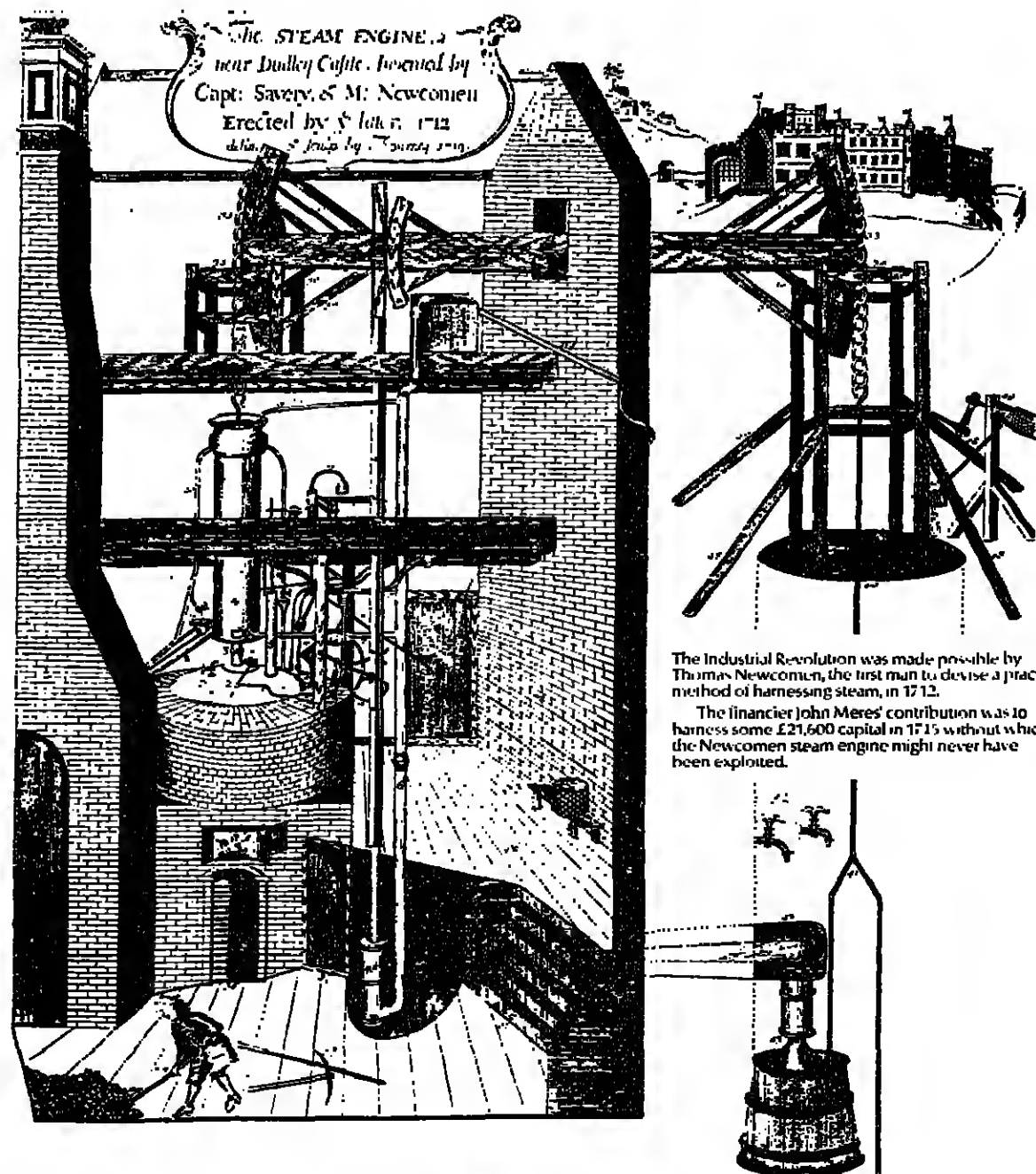
Manufacturers Hanover also complains that foreign-registered companies are being discriminated against by the Brazilian authorities, in a number of ways.

"These decisions are prejudicing Brazil's interests," warned Sr Gilberto Prado, president of Manufacturers Hanover Arrendamento Mercantil, the local subsidiary which he has built up from nothing over the past 10 years.

In theory, sale and leaseback operations, in sectors such as steel and process engineering, ought to be popular with a government stuck with a large number of unfinished development projects scattered around the country. But somehow the idea does not seem to have taken hold, even though, in principle, the concept is officially welcomed.

If it were not for these extraneous complications, the leasing industry in Brazil could be on the verge of another great surge forward, following the recent introduction of very liberal legislative guidelines.

"The market could double over the next three years on account of the new law," says Sr Prado enthusiastically. His boss, more cautiously, prefers to watch how industry's capital spending plans change.



The Industrial Revolution was made possible by Thomas Newcomen, the first man to devise a practical method of harnessing steam, in 1712.

The financier John Meres' contribution was to harness some £21,600 capital in 1715 without which the Newcomen steam engine might never have been exploited.

## FINANCIAL ENGINEERING

The problems solved by the financial engineer are related to financial, not physical, stresses. Putting together the package most appropriate to a particular company's funding needs calls for financial engineering skills of a high order.

It is skills such as these that lie behind the range of merchant banking services offered by European Banking. Corporate finance. Project finance. Capital market services. Foreign exchange and money market operations. Corporate and private portfolio management.

## European Banking

European Banking Company Limited,  
150 Leadenhall Street, London EC3V 4PP.  
Telephone: 01-638 3654 Telex: 8811001

European Banking Company S.A. Brussels,  
Boulevard du Souverain, 100, B-1170 Brussels.  
Telephone: 02-660 49 00 Telex: 2384-6



# AKTIEBOLAGET GÖTAVERKEN

## NOTICE OF PARTIAL REDEMPTION

TO THE HOLDERS OF 8 1/4 % GUARANTEED BONDS DUE JANUARY 1985

NOTICE IS HEREBY GIVEN, pursuant to the provisions of the Fiscal Agency Agreement dated December 7, 1978 made between Aktiebolaget Göta Verken and Orion Royal Bank Limited that US\$282,000 aggregate principal amount of 8 1/4 % Guaranteed Bonds have been purchased for application against the mandatory sinking fund requirement for January 15, 1984 and that US\$5,718,000 aggregate principal amount of 8 1/4 % Guaranteed Bonds in coupon bearer form in the denomination of US\$1,000 each and bearing the undermentioned distinguishing numbers, namely:

2	1174	3007	3396	4337	4772	5110	5591	5942	6248	6592	6875	7183	7511	7859	8217	8585	8963	9351	9749	10157	10575	10993	11411	11829	12247	12665	13083	13501	13919	14337	14755	15173	15591	16009	16427	16845	17263	17681	18099	18517	18935	19353	19771	20189	20607	21025	21443	21861	22279	22697	23115	23533	23951	24369	24787	25205	25623	26041	26459	26877	27295	27713	28131	28549	28967	29385	29803	30221	30639	31057	31475	31893	32311	32729	33147	33565	33983	34401	34819	35237	35655	36073	36491	36909	37327	37745	38163	38581	38999	39417	39835	40253	40671	41089	41507	41925	42343	42761	43179	43597	44015	44433	44851	45269	45687	46105	46523	46941	47359	47777	48195	48613	49031	49449	49867	50285	50703	51121	51539	51957	52375	52793	53211	53629	54047	54465	54883	55301	55719	56137	56555	56973	57391	57809	58227	58645	59063	59481	59899	60317	60735	61153	61571	61989	62407	62825	63243	63661	64079	64497	64915	65333	65751	66169	66587	67005	67423	67841	68259	68677	69095	69513	69931	70349	70767	71185	71603	72021	72439	72857	73275	73693	74111	74529	74947	75365	75783	76201	76619	77037	77455	77873	78291	78709	79127	79545	79963	80381	80799	81217	81635	82053	82471	82889	83307	83725	84143	84561	84979	85397	85815	86233	86651	87069	87487	87905	88323	88741	89159	89577	89995	90413	90831	91249	91667	92085	92503	92921	93339	93757	94175	94593	95011	95429	95847	96265	96683	97101	97519	97937	98355	98773	99191	99609	100027	100445	100863	101281	101699	102117	102535	102953	103371	103789	104207	104625	105043	105461	105879	106297	106715	107133	107551	107969	108387	108805	109223	109641	110059	110477	110895	111313	111731	112149	112567	112985	113403	113821	114239	114657	115075	115493	115911	116329	116747	117165	117583	117999	118417	118835	119253	119671	120089	120507	120925	121343	121761	122179	122597	123015	123433	123851	124269	124687	125105	125523	125941	126359	126777	127195	127613	128031	128449	128867	129285	129703	130121	130539	130957	131375	131793	132211	132629	133047	133465	133883	134301	134719	135137	135555	135973	136391	136809	137227	137645	138063	138481	138899	139317	139735	140153	140571	140989	141407	141825	142243	142661	143079	143497	143915	144333	144751	145169	145587	146005	146423	146841	147259	147677	148095	148513	148931	149349	149767	150185	150603	151021	151439	151857	152275	152693	153111	153529	153947	154365	154783	155201	155619	156037	156455	156873	157291	157709	158127	158545	158963	159381	159799	160217	160635	161053	161471	161889	162307	162725	163143	163561	163979	164397	164815	165233	165651	166069	166487	166905	167323	167741	168159	168577	168995	169413	169831	170249	170667	171085	171503	171921	172339	172757	173175	173593	174011	174429	174847	175265	175683	176101	176519	176937	177355	177773	178191	178609	179027	179445	179863	180281	180699	181117	181535	181953	182371	182789	183207	183625	184043	184461	184879	185297	185715	186133	186551	186969	187387	187805	188223	188641	189059	189477	189895	190313	190731	191149	191567	191985	192403	192821	193239	193657	194075	194493	194911	195329	195747	196165	196583	196999	197417	197835	198253	198671	199089	199507	199925	200343	200761	201179	201597	202015	202433	202851	203269	203687	204105	204523	204941	205359	205777	206195	206613	207031	207449	207867	208285	208703	209121	209539	209957	210375	210793	211211	211629	212047	212465	212883	213301	213719	214137	214555	214973	215391	215809	216227	216645	217063	217481	217899	218317	218735	219153	219571	220000	220418	220836	221254	221672	222090	222508	222926	223344	223762	224180	224598	225016	225434	225852	226270	226688	227106	227524	227942	228360	228778	229196	229614	230032	230450	230868	231286	231704	232122	232540	232958	233376	233794	234212	234630	235048	235466	235884	236302	236720	237138	237556	237974	238392	238810	239228	239646	240064	240482	240900	241318	241736	242154	242572	242990	243408	243826	244244	244662	245080	245498	245916	246334	246752	247170	247588	248006	248424	248842	249260	249678	250096	250514	250932	251350	251768	252186	252604	253022	253440	253858	254276	254694	255112	255530	255948	256366	256784	257202	257620	258038	258456	258874	259292	259710	260128	260546	260964	261382	261800	262218	262636	263054	263472	263890	264308	264726	265144	265562	265980	266398	266816	267234	267652	268070	268488	268906	269324	269742	270160	270578	270996	271414	271832	272250	272668	273086	273504	273922	274340	274758	275176	275594	276012	276430	276848	277266	277684	278102	278520	278938	279356	279774	280192	280610	281028	281446	281864	282282	282700	283118	283536	283954	284372	284790	285208	285626	286044	286462	286880	287298	287716	288134	288552	288970	289388	289806	290224	290642	291060	291478	291896	292314	292732	293150	293568	293986	294404	294822	295240	295658	296076	296494	296912	297330	297748	298166	298584	298999	299417	299835	300253	300671	301089	301507	301925	302343	302761	303179	303597	304015	304433	304851	305269	305687	306105	306523	306941	307359	307777	308195	308613	309031	309449	309867	310285	310703	311121	311539	311957	312375	312793	313211	313629	314047	314465	314883	315301	315719	316137	316555	316973	317391	317809	318227	318645	319063	319481	319899	320317	320735	321153	321571	321989	322407	322825	323243	323661	324079	324497	324915	325333	325751	326169	326587	327005	327423	327841	328259	328677	329095	329513	329931	330349	330767	331185	331603	332021	332439	332857	333275	333693	334111	334529	334947	335365	335783	336201	336619	337037	337455	337873	338291	338709	339127	339545	339963	340381	340799	341217	341635	342053	342471	342889	343307	343725	344143	344561	344979	345397	345815	346233	346651	347069	347487	347905	348323	348741	349159	349577	350000	350418	350836	351254	351672	352090	352508	352926	353344	353762	354180	354598	355016	355434	355852	356270	356688	357106	357524	357942	358360	358778	359196	359614	360032	360450	360868	361286	361704	362122	362540	362958	363376	363794	364212	364630	365048	365466	365884	366302	366720	367138	367556	367974	368392	368810	369228	369646	370064	370482	370900	371318	371736	372154	372572	372990	373408	373826	374244	374662	375080	375498	375916	376334	376752	377170	377588	378006	378424	378842	379260	379678	380096	380514	380932	381350	381768	382186	382604	383022	383440	383858	384276	384694	385112	385530	385948	386366	386784	3872
---	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	--------	------



## INTL. COMPANIES &amp; FINANCE

## Atari seeks own way out of video game woes

BY LOUISE KEOH IN SAN FRANCISCO

ELECTRONIC MAZES and shoot-outs have saturated the U.S. market, says Mr James J. Morgan, the new chairman of Atari, the struggling video games and computer subsidiary of Warner Communications. Racks of half-price video games in supermarkets and department stores testify to his view that "America is moved out and America is shot out."

"But the video game business," Mr Morgan states emphatically, "is not dead." The future of this industry depends, he argues, on the next generation of video games reawakening interest.

His faith in the video game is unwavering. In 1983, about 5.5m video game consoles will be sold in the U.S., he predicts. Everyone is focusing on the fact that that number is down from 8m units sold in the U.S. last year, but every other consumer industry in this country would kill to get into 5.5m households this year. Game software sales will be up over last year by 10-15 per cent, he estimates.

While unit sales may be healthy, not even Jim Morgan denies that dollar revenues on those sales are in a steep decline. "With seven companies liquidating their inventories and getting out of the business, what would you expect?" asks Morgan.

As the leading video game supplier, Atari has taken the brunt of the declining popularity of the electronic game cartridges that emulate arcade

games on home television sets. The company's spectacular growth has been dramatically reversed, with revenues plunging and losses for the first nine months of 1983 totalling over \$500m.

In February, Atari began laying off workers at its California manufacturing plants, transferring some of the jobs to factories in Hong Kong and Taiwan. In all, over 3,000 Atari workers were displaced. Its problems were soon echoed by other video game companies. The home computer market has also been badly shaken by the entry of international Business Machines, and by declining prices.

Atari's problems were compounded in the summer, when Mr Raymond E. Kassar, the chairman and chief executive, resigned.

Warner communications turned to Mr James J. Morgan, 41, then executive vice-president of Philip Morris, the U.S. cigarette company, to rescue Atari. He took over in September. "My charter was to get out here, get control of the company, get spending back in line, get sales up and try to make money," says Morgan. "I have not been given a specific timeframe."

The idea continues to circulate, however, that Warner will close down Atari, or sell it, as losses mount. "I've received 10 phone calls about it this morning," Morgan acknowledged, when the point was put to him. The calls do not seem, however,

to have shaken his confidence. "We have just lost \$500m, and now things are starting to get better. Would you walk away from that, after all the pain?"

"The one thing that would be disastrous for Atari," says Mr Morgan, "would be for me to drive this company to the point where it had a good fourth quarter by robbing from the first two quarters of next year."

"The problems of Atari involve getting intelligent people to focus their energies in the right direction. There is no magic to it. You have to spend time with people, talk to people, teach people, put them on the back, kick them in the butt."

Getting the ideas involved to lower level employees has been more difficult. "We have about 3,000 employees now. I think I have spoken to 2,000 of them," says Morgan. "But I am just an empty suit. Employee morale will not be good until there is some tangible sign that Atari will survive." Morgan's efforts appear to be paying off. Last week a group of several hundred Atari employees voted down a move to bring a trade union into the company against management wishes.

Mr Morgan is, however, ruthless when it comes to cutting expenditures. "Atari's overhead spending in July would have supported a company that was going to grow from \$2bn to \$3bn." Atari's sales went down from \$2bn to \$1bn. "I have reduced overhead spending by 40 per cent since July by cutting out waste."

With crisis coming under control, Mr Morgan is turning his attention to the vagaries of the consumer electronics market. "We are in a shakeout period," he says. "I am willing to march out of step with the history of this industry and the way our competitors are marching."

Already, Atari has upset the consumer electronics business convention of cutting prices to increase sales. Last month, Atari announced that it would raise the prices of its home computers and video games, withdrawing from an industry-wide price war.

Morgan also argues that "it is not technology, but vision and knowing the consumer that will create new demand for video games and home computers in the future." In addition, he rejects the common view that home computers will outmou-



Mr James J. Morgan (above), the new chairman of Atari, is prepared to march out of step with the consumer electronics industry at large.

dedicated video game systems. "Why should anyone pay \$500-\$600 for a home computer when they want to play games? Anyway, a game player is basically a computer—it could be upgraded if the manufacturer offered add-on products."

Mr Morgan has even chosen to ignore the traditional showcase of the consumer business this year. At January's consumer electronics show in Las Vegas, Atari will have nothing new to sell. "Our critics will have a field day," he predicts.

Swimming against the tide seems to be a Morgan speciality. While others are bemoaning lost opportunities, lower profits and a market shakeout in home computers, Mr Morgan sees them as the "most extraordinary opportunity to make money."

He believes the home computer market has yet to be unlocked. "Nobody has discovered the application that will make John or Jane say: 'I didn't know a computer could do that. I have got to have one.'"

Atari has the "birthright to be the company that goes to the consumer with the first really competing application of computer technology," he maintains. He expects such applications to be "dedicated computers."

Next year, Atari will bring to the market the first example of Morgan's vision of the future when AtariTel—a division of Atari—introduces a computerised telephone. The company will not discuss details but Mr Morgan calls it an example of "Atari imagination."

"I am impatient. I want it to be perfect tomorrow, but I keep asking myself if we are headed in the right direction. I think that we are. Atari must focus on what it is good at and not try to be everything to everybody. That is not the way to run a railroad—particularly a railroad that lost \$500m in the past nine months."

This announcement appears as a matter of record only.

NOVEMBER 1983

U.S. \$55,000,000

Syndicated Letter of Credit Facility to support Issues of Commercial Paper in the United States of America by

Pirelli Financial Services Company N.V.

Guaranteed by

Pirelli Société Générale S.A.

Arranged by

Credit Suisse First Boston Limited

Provided by

Credit Suisse

Union Bank of Switzerland

The First National Bank of Boston

Manufacturers Hanover Trust Company

National Westminster Bank Group

Crédit Lyonnais

Istituto Bancario San Paolo di Torino

Orion Royal Bank Limited

Letter of Credit issued by

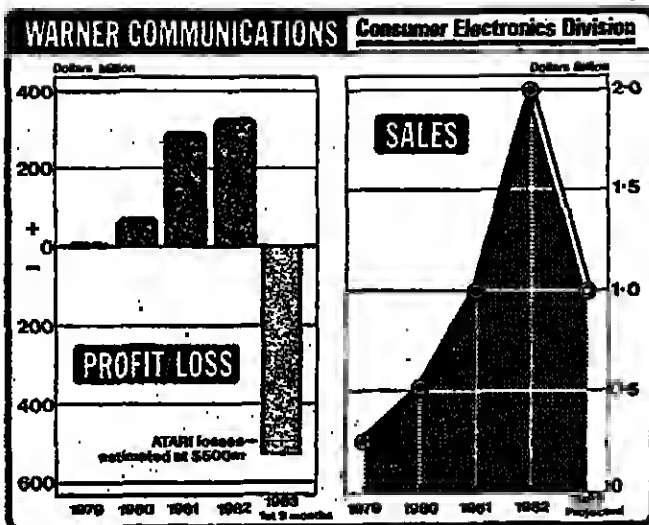
Credit Suisse

Commercial Paper Dealer,

The First Boston Corporation

Agent Bank

Credit Suisse First Boston Limited



## Leaf Confectionery, Inc.

has been acquired by

## Huhtamaki Oy

The undersigned acted as financial advisor to Leaf Confectionery, Inc. in this transaction.

## Lehman Brothers Kuhn Loeb

Incorporated

NEW YORK • ATLANTA • BOSTON • CHICAGO • DALLAS  
HOUSTON • LOS ANGELES • SAN FRANCISCO • LONDON • TOKYO

December 14, 1983



This announcement appears as a matter of record only.

## Commercial Paper Program

CREDIT NATIONAL  
Paris, France

We served as financial adviser in connection with this program and also serve as the commercial paper dealer.

BECKER  
PARIBAS  
A.G. Becker Paribas Incorporated

December 1983

All of these securities have been sold. This announcement appears as a matter of record only.

December, 1983

2,500,000 Shares

Common Stock

L. F. ROTHSCHILD, UNTERBERG, TOWBIN

LEHMAN BROTHERS KUHN LOEB

ROBERTSON, COLMAN &amp; STEPHENS

BEAR, STEARNS &amp; CO.

THE FIRST BOSTON CORPORATION

A. G. BECKER PARIBAS

BLYTH EASTMAN PAINE WEBBER

ALEX. BROWN &amp; SONS

DILLON, READ &amp; CO. INC.

DONALDSON, LUFKIN &amp; JENNETTE

DREXEL BURNHAM LAMBERT

GOLDMAN, SACHS &amp; CO.

HAMBRECHT &amp; GUIST

E. F. HUTTON &amp; COMPANY INC.

KIDDER, PEABODY &amp; CO.

LAZARD FRERES &amp; CO.

MERRILL LYNCH CAPITAL MARKETS

PRUDENTIAL-BACHE

SALOMON BROTHERS INC.

SMITH BARNEY, HARRIS UPHAM &amp; CO.

WERTHEIM &amp; CO., INC.

DEAN WITTER REYNOLDS INC.

ALLEN &amp; COMPANY

F. EBERSTADT &amp; CO., INC.

A. G. EDWARDS &amp; SONS, INC.

MONTGOMERY SECURITIES

OPPENHEIMER &amp; CO., INC.

PIPER, JAFFRAY &amp; HOPWOOD

ROTHSCHILD INC.

THOMSON MCKINNON SECURITIES INC.

BASIS SECURITIES CORPORATION

CAZENOVE INC.

ROBERT FLEMING

KLEINWORT, BENSON

ULTRAFIN INTERNATIONAL CORPORATION

BANQUE de PARIS et des PAYS-BAS (SUISSE) S.A.

BANQUE INDOSUEZ

COMPAGNIE de BANQUE et d'INVESTISSEMENTS, CBI

CREDIT COMMERCIAL de FRANCE

GRIEVESON, GRANT &amp; CO.

HAMBROS BANK

SAMUEL MONTAGU &amp; CO.

MORGAN GRENFELL &amp; CO.

PICTET INTERNATIONAL

PIERSON, HELDRING &amp; PIERSON N.V.

J. HENRY SCHRODER WAGG &amp; CO.

SWISS VOLKSBANK

VEREINS- und WESTBANK

M. M. WARBURG-BRINCKMANN, WIRTZ &amp; CO.



## UK COMPANY NEWS

## Intasun soars £4m—market share up

INTERIM RESULTS of holiday tour operator and charter airline group Intasun Leisure show pre-tax profits of £4.02m ahead of £20.05m from turnover of £139.72m, compared with £104.04m previously.

The directors point out, however, that the results for this year are dominated by figures for the opening six months.

They add that a somewhat larger loss for the second half, compared with the same period last year, will result from additional costs associated with recent expansion in the travel and airline divisions and the impact of a further seasonal imbalance introduced by Lancaster Holidays and the acquisition of Airways Holidays.

To partly reduce disparity, the interim dividend is being increased from 1.4p to 1.8p net from earnings of 30.8p (25.5p) per 10p share. Last year's total distribution was 4p.

Tax charge rose from £2.7m to £4.1m.

The 1983-84 winter holiday market remains competitive but despite this and the repricing and relaunching of the group's main competitors' brochures, sales by early December showed a real increase of 80 per cent over the same months of 1982-83.

For summer 1984, initial reaction to the Intasun Travel division brochures has been "most encouraging".

Air Europe's total fleet capacity, which has already been sold for summer 1984, will be retained at last summer's level, with the purchase of a second Boeing next March to replace the 737 leased from British Airways for summer 1983.

The Intasun Travel sector carried a record 562,000 passenger

## HIGHLIGHTS

After briefly looking at the industrial production figures Lex moves on to comment on the latest figures from Smith & Nephew where profits of £30m, up by 28.6 per cent, met the market's most optimistic expectations. The column reviews the West German capital goods industry in the light of the bankruptcy of IBM and the losses at GHH, Europe's largest mechanical engineering group. In the UK Meyer brought out its figures showing profits shooting up to £17m from £3.3m. Lex goes on to review how far the group is being reshaped into a less cyclical animal. Finally Lex comments on tax and financial futures.

gers in the first half, a rise of 30 per cent over the corresponding period in 1982, for the division as presently constituted. The load factor in 1983 was 95.8 per cent (93.4 per cent).

The directors say that despite a slow start to the summer 1983 booking period, a strong improvement occurred after Christmas which continued throughout the rest of the season. Although overall the summer market showed almost no growth, the travel division increased its market share.

They add that Air Europe maintained an operational fleet of nine aircraft in summer 1983, comprising seven Boeing 737 and two Boeing 757, one of which was leased from British Airways. This arrangement replaced the cross-lease with Air Florida which was mutually terminated at the end of the winter 1982-83 season.

The airline carried 992,000 passengers for the period, an increase of 11 per cent.

The interim report reveals that the first season's operation of Air Europe's Boeing 757 aircraft

"has confirmed, in spite of over-capacity in the airline charter market, the tailoring of capacity to meet demand in the low season can result in profitable operations and continued growth."

Airways Holidays, acquired with effect from November 1 for approximately £1.3m, is an inclusive tour operator which carries approximately 60,000 passengers a year from Newcastle and Teesside airports mainly to Mediterranean countries.

At the end of November, 1983, Intasun Leisure Group's net cash balances totalled £48m (£30m). In a statement following the release of the half year results Mr Harry Goodman, the chairman, said he felt that next year's holiday market would be one of the best seen in recent years.

He commented that overall market growth was likely to be around 10 per cent but forecast a group advance of some 20 per cent.

Intasun's market share over the current period has increased by two points to 14 per cent; for next year it is looking for a

figure of 16 per cent. Of its £46m "cash mountain" Mr Goodman insisted the group had no immediate plans to spend it but added that "it is always available should the right opportunity turn up."

He said Horizon did not feature in any of the group's takeover plans.

## ● comment

Intasun seems to have hit on a rather neat formula. While its main package holiday business battles it out with Thomson and the other majors, other more specialist bits—Greek taverna holidays, Club 19-30, package cheques from Lancaster—are hotted on, in bits of the market less well supplied with heavy-weight competition. Lancaster sold 25,000 holidays this year (its first), and the company is looking for some 60,000 next year; 3,000 skiing holidays this year and maybe 20,000 next, and so on. These peripheral bits have come from nowhere in 1981 to 35 per cent of the business this year and, with an expected 1984 growth rate of 30 per cent, against 10 per cent for the main business, could next year account for 45 per cent. Main market growth, meanwhile, is expected from the 10 per cent price cuts which the big companies, Intasun included, are implementing for next year.

The cuts are to be financed primarily by the depreciation of the peseta and drachma, both of which are some 20 per cent down against sterling year on year. Full year profits could be £17.5m pre-tax, which on a price of 147p (up 1p) puts the shares on a prospective multiple of 5, and a prospective yield of about 5 per cent—surely not expensive.

Tax came to £10.3m compared with £7.3m and there were minority interests of £15,000 (£16,000).

In the last full year pre-tax profits came to £34.41m (£29.13m) on sales of £272.5m (£251.02m).

See Lex

## Smith &amp; Nephew expands by 28.6%

A RISE of 28.6 per cent in pre-tax profits from £22.4m to £28.8m is reported by Smith & Nephew Associated Companies for the 40 weeks to October 3 1983.

The third quarter contribution was £11.05m, compared with £8.41m in the 1982 comparable period.

Sales, excluding inter-company and associate sales, expanded from £212.52m to £243.94m—the group is engaged in the manufacture of medical and health care products, textiles, clothing, toiletries and plastics.

Earnings per 10p share, which have been re-stated to reflect a one-for-eight scrip last May, moved up from 6.15p to 7.54p.

The contribution from the division moved ahead from £24.42m to £29.27m from which interest charges took less at £2.97m against £4.54m.

At the operating level, profits grew from £3.52m to £3.79m.

Tax came to £10.3m compared with £7.3m and there were minority interests of £15,000 (£16,000).

In the last full year pre-tax profits came to £34.41m (£29.13m) on sales of £272.5m (£251.02m).

See Lex

Minihouse, a Dutch computer systems house, has joined the British over-the-counter market, run by Granville via a placing by tender.

Granville offered shares in Minihouse at a minimum price of 250p and placed 30 per cent of the equity, 800,000 shares, at a striking price of 275p, capitalising Minihouse at just under £7.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

The price value of the company is £27.5m. The price value of the company is £27.5m.

## Better conditions and merger benefits give Meyer £17m halfway

GOOD TRADING conditions, and the benefits from rationalisation following the merger of the constituent groups, have enabled Meyer International to record a profit of £16.92m in the half year ended September 30 1983, compared with £8.35m in the corresponding period of 1982.

The second half is continuing "somewhat similarly" to the first, and is expected to produce "satisfactory results," the directors state. With the benefits of the merger beginning to come through and better trading conditions, the second half of last year produced a profit of some £13.6m.

Turnover of the group, which is interested in forest products, timber and builders' merchants, and manufacturing, and was formed on the merger of Montague L. Meyer and International Timber advanced from £261.67m to £279.77m. Trading profit moved up from £11.37m to £19.38m, and there were surpluses of £795,000 (£561,000) on the sales of tangible assets.

Another boost to the results was a reduction from £5.69m to £3.49m in net interest payable.

Although activity has remained dull for the construction industry as a whole, the house-building sector (together with repair, maintenance and improvement) has been much more active.

Timber producers throughout the world have been increasing prices to restore profitability, resulting in rising import prices in the UK.

In those circumstances the group has been able to improve its trading margins. Manufacturing units have operated nearer to capacity.

The contribution from overseas companies has been better. Good results came from North America but, as a whole, returns in both Netherlands and Australia are still below acceptable levels because of difficult trading conditions.

The holding in Hallam Group of Nottingham was sold, as was the D-I-Y business of Dicken in the North East which was an exception to the mainstream activities. Since the end of the

half year, the holding in Brownlee has also been sold.

After tax, £5.69m (£1.95m) and a net extraordinary dividend of £167,000, a distributable profit comes out at £10.4m (£4.4m) for earnings of 10.6p (4.6p) per share. The interim dividend is raised to 1.55p net (1.5p)—the final last year was 2.25p.

Mr R. E. Groves, the chairman, would normally have expected to retire in 1985, but the directors have asked him to continue for another year until mid-1986.

Further appointments have been made to the board. Mr J. M. Dobby and Mr R. W. Brown have been appointed additional directors from within the group, and Mr W. R. Doughty, managing director of Cape Industries, has become a non-executive director.

See Lex

Property Holding growth

FURTHER PROGRESS was achieved by Property Holding and Investment Trust during the six months ended September 30 and the company is lifting its net interim dividend by 0.14p to 1.62p and expects to recommend dividends totalling 4.4p compared with 4p, for the full year.

At the pre-tax level profits for the opening half rose from £20.4m to £24.2m. Net income from properties amounted to £22.85m (£23.2m) and other income added £513,000, against £758,000 previously. Deductions included administration expenses of £223,000 (£219,000) and interest of £728,000 (£825,000).

Earnings on a fully diluted basis emerged at 3.18p (2.75p) per 25p share after tax of £1.18m (£1.02m).

Realised capital surpluses after tax, transferred to capital reserve, totalled £381,000 (£1.13m).

Dividends announced

Current payment

Date of payment

Corresponding year

Total last year

Asseco Paper

Beechwood Group

Bristol Eve Post

Burns Anderson

Chapman Inds

G. M. Firth

## BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final and the sub-divisions shown below are based mainly on last year's results.

TODAY

Interbank: Amalgamated Financial Investments, Barclay's, N. B. Buisson, Canvey Island, Canvey Trust, Owens Surgical, Jackson Bourne End, London and Associated Investment Trust, Moorvale Investment Trust, Roulledge and Kegan Paul, Scotland and Newcastle Breweries, Smith Whitworth, Thermal Scientific, Thorpe.

Finals: Inish O'Connell, Northern Foods, North Construction, Netherland Brick, Redfern National Glass, Spencer Clark Metal Industries, Staines Menzies, Westland.

FUTURE DATES

Interbank: Dec 20

Canvey Island: Dec 22

Canvey Trust: Dec 22

Owens Surgical: Dec 22

London and Associated Investment Trust: Dec 22

Moorvale Investment Trust: Dec 22

Roulledge and Kegan Paul: Dec 22

Scotland and Newcastle Breweries: Dec 22

Smith Whitworth: Dec 22

Thermal Scientific: Dec 22

Thorpe: Dec 22

Inish O'Connell: Dec 22

Northern Foods: Dec 22

North Construction: Dec 22

Netherland Brick: Dec 22

Redfern National Glass: Dec 22

Spencer Clark Metal Industries: Dec 22

Staines Menzies: Dec 22

Westland: Dec 22

Amalgamated Financial Investments: Dec 22

Barclay's: Dec 22

N. B. Buisson: Dec 22

Canvey Island: Dec 22

Canvey Trust: Dec 22

Owens Surgical: Dec 22

London and Associated Investment Trust: Dec 22

Moorvale Investment Trust: Dec 22

Roulledge and Kegan Paul: Dec 22

Scotland and Newcastle Breweries: Dec 22

Smith Whitworth: Dec 22

Thermal Scientific: Dec 22

Thorpe: Dec 22

Inish O'Connell: Dec 22

Northern Foods: Dec 22

## NSS over £5.5m for year and pays more

FOR THIS year ended October 2 1983 profits of NSS Newsagents rose from £3.25m to £5.57m, and the dividend on capital increased by the February rights issue is 3p net, the minimum forecast. In the previous year the total was 2.75p.

The profit includes £130,000 (£122,000) surplus on sale of assets, and is after deducting depreciation on shop adaptations as that part of the current retail outlet account representing expenditure on shop adaptations is now being written off over its useful life.

Turnover rose from £196.52m to £145.88m. Tax takes £2m (£2.2m) which leaves the net profit at £3.57m (£3.05m), equal to 11.3p (10.2p) basic and to 10.2p (9.7p) diluted per share. Cost of the dividend is £564,000 (£704,000), the final being 1.5p (1.75p).

● comment

The NSS results are a touch below market hopes, but they still compare well—as usual—with the figures from rival newsagents. The year was a success, despite the present NGA dispute, which is unsettling CTV shares, the year past was quite unusually free from disruption of newspaper supplies. The one big disappointment is that the letting of spare space in the new headquarters, which NSS had hoped to complete by now, is scarcely started. Trading in the current year is exceeding but falling short of NGA's targets—and not allowing for any benefit on completion of letting—last year's loss of profit is looking a little better. On a forecast profit of around £6m, the multiple is just under eight; the historic yield is 5 per cent. The shares are not unduly ambitious.

A-R Television

Profits before tax of A-R Television, a member of the BET Group, improved from £1m to £1.07m over the half year to September 30 1983, and incorporated a £200,000 share of losses of the Thames Television associate, compared with £783,842 previously. Interest receivable was £34,276 lower at £1.36m.

It is anticipated that the share of profits from Thames Television for the full year will be higher than the surplus achieved in 1982-83.

Tax for the half year accounted for £880,666, against £568,950, to leave available profits £489,404 ahead of £381,942. The group is holding the interim dividend at 5p, on the non-voting A shares.

The reduction in interest receivable stems from interest rates falling at a lower level during the period.

See Lex

Property Holding growth

FURTHER PROGRESS was achieved by Property Holding and Investment Trust during the six months ended September 30 and the company is lifting its net interim dividend by 0.14p to 1.62p and expects to recommend dividends totalling 4.4p compared with 4p, for the full year.

At the pre-tax level profits for the opening half rose from £20.4m to £24.2m. Net income from properties amounted to £22.85m (£23.2m) and other income added £513,000, against £758,000 previously. Deductions included administration expenses of £223,000 (£219,000) and interest of £728,000 (£825,000).

Earnings on a fully diluted basis emerged at 3.18p (2.75p) per 25p share after tax of £1.18m (£1.02m).

Realised capital surpluses after tax, transferred to capital reserve, totalled £381,000 (£1.13m).

Dividends announced

Current payment

Date of payment

Corresponding year

Total last year

Asseco Paper

Beechwood Group

Bristol Eve Post

Burns Anderson

Chapman Inds

G. M. Firth

Intasun

Meyer Intl

McCorquodale

NSS Newsagents

Plaxtons (GB)

Property Holding

RFD Group

Triple

Unicel

Wight Collins

Dividends shown pence per share net except where otherwise stated.

\* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total 4.4p forecast.

§ To reduce disparity with final. ¶ Total



## BIDS AND DEALS

## Booker agrees £13m for Bishop's

By Roy Moughan

Booker McConnell has finally agreed to pay £13m for Bishop's Group, the food retailer and wholesaler, with an agreed shut-out deal worth just under £1m in cash.

Talks have been taking place since mid-summer, between Bishop's and several other food industry interests until Booker, the agricultural, shipping, publishing and budget food retailing group eventually put up acceptable terms.

Booker is offering 29.1p in cash for each Bishop's voting share, unchanged yesterday at 28.9p, and 22.1p for each non-voting share which represents a premium of 11p to the closing price yesterday after a fall of 30p. Irrevocable undertakings to accept the offer have been received from holders of 61 per cent of the voting shares and 51 per cent of the "A" ordinary capital.

Strategic institutional shareholdings, notably those controlled by Courtauld Pension Fund, with 20 and 40 per cent respectively of the voting and non-voting equity, are understood to have accepted Booker's approach in the light of Bishop's recent losses.

Its 60 retail food stores made money in the year to February 1983 but the effect of the group's wholesaling losses and major, unallocated, computer expenses produced an overall trading loss of £106,000 before an exceptional £270,000 debit.

Its net assets, however, were shown at £31p per share at the year end, including unlisted investments at cost of £25,000. Booker expects that its food distribution division will have turned over more than £75m in 1983, through its 105 Budgen supermarkets and shops, the Mace and Wavy Line suppliers and the BSW cash and carry outlets. Bishop's is expected to complement and increase Budgen's operations since, although they do not compete in any location—their geographical trading areas are different, the policy is said to be similar.

The bidder is putting up an alternative to its cash terms in the form of 10 per cent loan notes 1989. This loan note, advised Bishop's and S. G. Warburg acts for Booker McConnell.

The recommended cash offer by Astonford for £14m, which Sona has become unconditional in all respects. Acceptances have been received in respect of 2,583,367 shares, representing 94.4 per cent of the existing issued share capital. The offer remains open until further notice.

## Inchcape £36m deal with RIT &amp; Northern associate

By DAVID DODWELL

Inchcape, the international trading and services group, has agreed to pay £36m for the trading activities division of the Transcontinental Services Group, a 30 per cent-owned associate of Mr Jacob Rothschild's RIT & Northern.

RIT & Northern formed Transcontinental just over a year ago when it merged its investment associate Jacob Rothschild International Investments with Esperanza, an international services group.

Transcontinental will retain its financial services division. Cash balances of about £20m will be added to the £36m paid by Inchcape to fund acquisitions, perhaps in the U.S.

The trading services division purchased by Inchcape is made up of four main operating companies—Caleb Brett, an international cargo inspection and testing operation, Graham Miller and Matthews-Daniel, which act as loss-adjuster worldwide, and Gellatly Hankey, a shipping

agency. In the year to March 31 1983, these companies earned pre-tax profits of £4.3m on a turnover of £70.4m.

Mr Peter Foxon, managing director of Inchcape, said yesterday that his company had been attracted to make an offer because of the highly specialised nature of the companies' work, the high reputation they had, and the geographical overlap they had overseas with Inchcape's own operations.

The purchase has been funded in part by a series of disposals made by Inchcape over the past year—amounting to around £50m—and is aimed at helping to turn the company round from four successive years of falling earnings.

This turnaround has been signalled in the first six months of the current trading year, with pre-tax profits to June 30 up by £160,000 to £245.1m, with turnover marginally higher at £859.6m.

Mr Foxon said Inchcape intended to run the companies as separate entities, maintaining the present structure and management. They would be introduced to new areas of operation by Inchcape, both geographically, and in business terms, he said.

Mr Francois Mayer, chairman of Transcontinental, said yesterday that RIT had had no intention of selling these businesses, but had simply received an offer that was too good to refuse.

He said that Transcontinental would aim to invest the £56m cash now in hand in the U.S., probably in financial services, and in businesses involved in managing and syndicating real estate.

RIT and Northern revealed yesterday that Mr Richard Thornton, until early last month director of investment at GT Management, had joined the group with responsibilities for international investment, particularly in the Far East.

See Men and Matters

## New U.S. offshoot for Ansbacher

Henry Ansbacher Holdings, the merchant bank, has established a U.S. subsidiary to incorporate its existing U.S. business. This is currently undertaken by the New York representative office of its Bermuda-based Henry Ansbacher America which was set up in 1978.

The new U.S. company, Henry Ansbacher Holdings Incorporated (HAI), which will start operations on January 1, will be a fully-owned subsidiary of the UK parent company. It will concentrate on mergers and acquisitions, specialising, initially, on media-related business, including publishing, communications and high technology industries.

The core of the U.S. operations will be database which Henry Ansbacher has acquired from the Thadema Foundation, a "charitable foundation" registered in Liechtenstein.

The UK bank has already paid £1.5m towards the purchase price of database, half in cash and the remainder in its own shares. The rest will be paid in deferred terms. This will comprise £1m to be paid in two equal instalments on June 30 1985 and June 30 1986 in shares with an option for half to be paid in cash, with the outstanding amount to be based on profits of the new

company over three years to March 31 1987.

HAI will be headed by Mr Christopher Shaw as managing director, backed by a team of 30 writers and editors. The consultancy business, based on the media-related database, and recently consultants to Bankers Trust, Mr Shaw has been taken on by Henry Ansbacher on a five-year contract.

Mr Lindsay Smith, a director of the UK company, said yesterday that the HAI's initial strength would be in the media related field the aim was to expand into more general mergers and acquisition business and ultimately to develop a broad corporate finance operation in the U.S.

## Allianz syndicated euro credit

Allianz Versicherung, West Germany's largest insurer, was yesterday making its final plans for a takeover bid for Eagle Star, which places a value on that company of £89m.

Allianz said at the beginning of last week that it would be making a higher bid than the 60p per share offer made by the consortium of British insurance group, which will be worth more than the £81m offered by BAT Industries.

Allianz is understood to be planning a substantial syndicated loan to finance the takeover. At the start of trading on the London stockmarket Allianz, at the insistence of the Panel on Takeovers and Mergers, will clarify the terms of an offer.

which it said it would make when it indicated its plans at the beginning of last week.

Shares of Eagle Star rose 18p to 71.5p, which places a value on that company of £89m.

Allianz said at the beginning of last week that it would be making a higher bid than the 60p per share offer made by the consortium of British insurance group, which will be worth more than the £81m offered by BAT Industries.

In the stock market there was speculation that Allianz was

selling its 29.9 per cent shareholding in Eagle Star to an American insurance group at around £3 a share, while other speculation suggested that Allianz had bought a block of shares at £3 a share.

Allianz's offer for Eagle Star was first made in October this year when its original bid was 50p per share. It was later increased to 60p per share and then to 65p per share.

Standard Securities has purchased for £1.4m the freehold interest in Construction House, Wolverhampton. It is the headquarters of Tarmac Construction which occupies the premises of a lease expiring in March 2002.

Standard considers that the present rent of £115,000 annually is "well below" current market level, and that there will be a considerable uplift in the income at the rent review in March 1986.

Stakis has agreed with Bass for the purchase of its interest in the Great Tree Tops Hotel, Aberdeen.

It is anticipated that Stakis will take over following the January licensing board meeting in Aberdeen, subject to landlord's approval and the usual legal requirements.

Four Square recently announced plans for substantial efforts on developing branded products for the vending industry at home and abroad.

Mayfair Group, a subsidiary of Gallaher, and Four Square have jointly announced the transfer of Four Square's Vending service business to Mayfair.

Vendpac, a national vending operations in the UK. This acquisition is seen by the Mayfair Group cigarette vendors as a further development of its expansion into all areas of consumer vending.

Four Square recently announced plans for substantial efforts on developing branded products for the vending industry at home and abroad.

STC Components is acquiring the capacity of the Union Carbide UK, manufacturer of tantalum and ceramic capacitors, based in Aycliffe, County Durham, and the Standard Electric Lorenz tantalum capacitors factory in Nurnberg. Both acquisitions are expected to be completed shortly.

Robert Glew and Co., a Bradford knitting yarn manufacturer, has agreed to acquire the business of Tivoli Spinners, a subsidiary of Vöest-Alpine, with effect from January 1 1984.

As a separate company within the Robert Glew group, Tivoli

tronics, Reardon Contractors, P.M.A. Contract Furniture, J and D Builders.

Walrose (Motors and Accessories), Bexley Roofing Company, D. R. Llewellyn and Associates, C. S. Creative Selection, Worthington Enterprises, Firstway Lubricants (UK), P. S. Doran and Sons.

Food Merchants, M and D Waste Paper, J. and A. Fleet Maintenance, Richards Friday, Intercom Management Corporation, Margaret Lakeside Transport (Colnbrook), and Ambaville.

Walker Bolton, John Woodhead, Everham, Monnow Windows, Bowdles Styles, Century Scaffolding, Brerley Hill Shearing, Basingdown, and Meedline.

A compulsory winding up order made on December 5 against Canberra Services was rescinded and the petition dismissed by consent.

A similar order made on November 21 against Sharfian European Haulage was rescinded and the petition adjourned for seven days.

## Coachbuilding behind 166% profit advance at Plaxtons (GB)

A 166 per cent advance in full year pre-tax profits from £1.1m to £2.92m was achieved by Plaxtons (GB), coachbody builders.

Most of the increase was attributable to the largest activity coachbuilding, and was despite a near 50 per cent fall in interest receivable from £714,000 to £382,000. At the trading level profits for the year to October 2 1983 emerged ahead at £2.56m against £383,000 on turnover of £32.6m compared with £24.86m.

Coach volumes increased by 11 per cent and were accompanied by demand for higher unit specifications. Another useful contribution was made by the building and shopfitting division, and Wilfrid Overton, vehicle fittings subsidiary, turned in a much improved result. Reeve Burgess, manufacturers of cab conversions and small passenger vehicles, returned to profit in the second half year, a considerable turnaround on the high losses incurred in the previous two years.

A divisional breakdown of turnover and profits shows: luxury coach, bus body building and luxury coach service and

building and shopfitting £2.7m (£19.75m) and £2.2m (£238,000); building and shopfitting £2.7m (£23.5m) and £133,000 (£275,000); vehicle fittings manufacture and supply (Overton) £1.5m (£1.4m) and £147,000 (£46,000);

cab conversions and small passenger vehicles (Burgess) £2.17m (£1.76m) and £8,000 (loss £178,000).

Certain major properties of the group were revalued during the year, resulting in an increase in tangible fixed assets of £546,000. Taxation for the year amounted to £1.29m compared with £3.3m last year, resulting in an increase in post-tax profits from £783,000 to £1.63m.

The directors are recommending a final dividend of 6p net per share which lifts the total payment to 9p against the maintained 8.5p net per share paid in the previous two depressed years. A one-for-one scrip issued is also proposed.

Activity in the coachbuilding division in the first few months of the current year has been assisted by an early receipt of orders from major customers in the public sector and has enabled a more balanced production programme to be scheduled. However, there is some reluctance to commit by the private sector. A reasonable start has also been made in other activities and the directors believe that a successful outcome to the current year will be achieved.

Further progress has been made in the detailed planning of the proposed consolidation of coachbuilding operations at the Eastfield site and towards the building and equipping of an engineering shop.

With eight appointments in the last six months, Household Product Development from Johnson Wax and the Atco division from Qualcast, represent further business from existing clients, the directors add.

Last year a single payment of 2.75p was made when profits totalled £336,000.

First half turnover rose from £6.69m to £9.61m, while the tax charge on profits was £102,000 (nil) for earnings of 3.2p per 10p share.

The directors say results are in line with expectations, in particular, the arrival of accounts such as Carling Label and Johnson Wax have helped to reduce the seasonal nature of the business.

The agency continued to make significant new business gains, February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

Trusthouse Forte has proposed that the following listed debt securities of its wholly-owned subsidiary, Forte Holdings, should be repaid early:

£37.50 per £100 nominal; 7.7 per cent debenture stock 1985-90; £35.00 per £100 nominal; 4.8 per cent debenture stock 1985-90; £35.00 per £100 nominal. Subject to passing the necessary extraordinary resolutions, repayment is expected to be effected in February 1984.

## MINING NEWS

## Pahang given an increase in its tin export quota

By KENNETH MARSTON, MINING EDITOR

THE Malaysian Government has provided some relief to the loss-making Pahang Consolidated by increasing its tin mine export quota from the present 56 tonnes to 85 tonnes a month, reports Wong Sulong from Kuala Lumpur.

Export quotas, imposed by the International Tin Council in its efforts to reduce the big surplus of tin overhauling the market, are allotted to the various producing countries. The latter, however, have some flexibility in the distribution of individual mine quotas.

Datuk Paul Leong, Minister of Primary Industries, who authorised the increase said for this month and the first quarter of next year "and thereafter would be subject to review."

He said that Pahang was a special case because it was the only underground tin mine in Malaysia—all other tin operations there are dredging, hydraulic or open-pit—and thus offered unique training facilities to engineers and technicians and research facilities to university staff.

The mine suffers the disadvantage of being a high cost producer and, as an underground operation, much of its running costs remain the same when production is reduced, unlike a multi-dredge operation which can simply take a dredge out of action.

Furthermore, Pahang is the main employer at Sungai Lembing in Central Pahang State and its closure would be a blow to the 15,000 population there. It is expected to continue

making a loss with the increased export quota but this should help it survive.

The company is the first in Malaysia to have an appeal for an increased quota granted by the minister who is known to have rejected requests from mines which have strong royal or government connections.

Meanwhile, latest monthly tin concentrate output figures are announced by the Far Eastern producers in the Malaysia Mining Corporation group.

The November production of the big MMC is well up on that of October but it still leaves the total for the first 10 months of 1983 at 4,829 tonnes against 6,185 tonnes in the same period of last year.

Similarly, Berjaya's output for the first seven months of its financial year comes out at 1,227 tonnes against 1,501 tonnes while that of Sungai Besi amounts to 331 tonnes against 547 tonnes. Aokam has a five-month total of 446 tonnes against 465 tonnes.

On the other hand, Troch has raised production for the first 11 months of the year to 665 tonnes compared with 465 tonnes in 1982. Ayer Hitam's five-month output amounts to 537 tonnes against 531 tonnes and that of Tongkah Harbour is 200 tonnes against 143 tonnes.

The latest monthly output figures are compared in the following table.

INTERIM dividends declared by the South African gold producers in the Consolidated Gold Fields group generally match the sharemarket's expectations. Most of the payments are unchanged in 1983, but the interim to 40 cents (25p) from 60 cents a year ago.

After having declared a single dividend of 10 cents in June for the year running to the end of that month, Deekal is again making no December declaration. It may be remembered that in the annual report in August the chairman said that the dividend outlook was one of

maintained payments provided that the gold price did not fall significantly below R15,000 per kilogramme.

As already reported, Vlakfontein is declaring a capital repayment of 20 cents in lieu of a dividend. The latest payments are compared in the following table.

Dec June Dec June 1983 1983 1982 1982 cents cents cents cents

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

Deekal ..... 10 — 10 —

## Meyer International INTERIM STATEMENT

Unaudited Group Results (on Historical Cost Basis)	6 months to 30.9.83	6 months to 30.9.82	Year to 30.9.83
Turnover	279,772	261,672	536,161
Trading Profit	19,388	11,372	29,196
Profits on sales of tangible assets	795	661	1,610
	20,183	12,033	30,806
Net interest payable	3,484	5,688	9,976
	16,699	6,345	20,830
Share of results of related companies	225	—	767
Profit before taxation	16,924	6,345	21,597
Taxation	5,690	1,950	6,612
Profit after taxation	10,234	4,395	14,985
Extraordinary items (net)	167	—	(4,899)
Profit attributable to members	10,401	4,395	10,087
Earnings per Ordinary share	10.6p	4.6p	15.5p
Ordinary dividends—Cost	1,591	1,448	3,615
Amount per share	1.65p	1.50p	3.75p

The Chairman, Mr Ronald Groves, comments: Trading conditions for the first half year have been good. Although for the construction industry as a whole activity has remained dull the housingbuilding sector, together with Repair, Maintenance and Improvement, has been much more active. Timber producers throughout the world have been increasing prices to restore profitability, resulting in rising import prices in the U.K. In these circumstances we have been able to improve trading margins. Manufacturing units have operated nearer to capacity. The contribution from overseas companies has been better with good results from North America, but as a whole returns in both the Netherlands and Australia are still below acceptable levels due to difficult trading conditions. The second half year is continuing somewhat similarly to the first and, subject to the usual qualifications, is expected to produce satisfactory profits. The profits now reported arise from the improved conditions and the benefits from rationalisation following the merger. Your Directors have declared an interim dividend of 1.65p (150p), which will be paid on 31st January 1984 to those members on the Register at 12th January 1984.

Meyer International plc  
Villiers House 41/47 Strand  
London WC2N 5JG

REDFE  
Red Nacional de los Ferrocarriles Españoles

US \$ 400,000,000  
Floating Rate Notes due 1989

For the six months  
December 14, 1983 to June 14, 1984  
the Notes will carry an interest rate of 10 1/8% per annum.  
As a consequence, the coupon pertaining to this interest period will be US\$ 543.28.

Listed on the Luxembourg Stock Exchange

The Mitsui Bank, Limited  
Brussels Branch  
Fiscal Agent

## Property merger terms

THE MERGER of three property companies will be effected by Slough Estates offering to acquire the entire capital of Allianz London Properties and the 60.7 per cent of ordinary capital not already owned by Allianz in Guildhall Property Company.

Holders of 100 shares in Allianz are offered 185 ordinary shares of Slough, while holders of 1,000 shares in Guildhall are offered 1,225 ordinary shares of Slough or £1,245 nominal 8 per cent convertible unsecured loan stock 1991-94.

As an alternative holders can elect to receive 12 1/2 per cent unsecured loan stock 2009 of Slough—£245 stock for every 100 Allianz shares and £162 stock for every 100 Guildhall shares.

part or all the loan stock entitlements Allianz holders will be entitled to 24 1/2 cash per share and Guildhall holders to 16 1/2 cash per share.

The cash alternatives will only remain open for acceptance until the first closing date of the offers. It will be provided



## OVERSEAS PROPERTY



## Your chalet or apartment in Switzerland at Alpe des Chaux.

Imagine a mountain-side retreat hidden among a thousand acres of unspoiled and protected countryside, yet situated only ten minutes from Villars. The sun of the southern slopes of the Alps, forests, green pastures, peace and an architecture which completely blends into the surroundings. Over a hundred kilometers of slopes for unlimited skiing, close to two golf courses. A management which takes care of all your worries, the possibility of obtaining a loan at an exceptionally attractive interest rate, a steady income, an investment for the future.

For more information on this Swiss resort of outstanding quality, send the coupon below to:

Alpe des Chaux S.A. CH-1882 Gryon p/Villars, Switzerland.

Name: \_\_\_\_\_ Tel. No.: \_\_\_\_\_

Occupation: \_\_\_\_\_ Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## REAL ESTATE INVESTMENT IN SWITZERLAND



## MONTREUX BAY - GENEVA LAKE APARTHOTEL BONIVARD

With authorization for sale to non resident people, private residential apartments built in the walls of a last century magnificent hotel, situated on the marvelous Montreux bay.

This residence includes 75 luxurious apartments, from 1 to 5 rooms, arranged and furnished with the best good taste.

At the low level of the buildings, an hotel structure will take place with restaurants, bars, congress and meeting-rooms, sauna and indoor swimming-pool.

During your absence the swiss hotel organisation will assure the maintenance and superintendence of your apartment as well as its renting.

Please ask for complete documentation, directly from the owner:

C. TRUEN, AGENCE ROMANDE IMMOBILIERE SA

CH-1003 LAUSANNE / SWITZERLAND

Tel. 021 / 20 70 11 - telex 25 873 aril ch

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## LEGAL NOTICE

IN THE MATTER OF  
BANQUE COMMERCIALE  
(CAYMAN) LIMITED  
(in liquidation)  
AND IN THE MATTER OF  
THE COMPANIES LAW CAP. 22

NOTICE IS HEREBY GIVEN that by an Order of the Grand Court of the Cayman Islands dated 21st November, 1983 the voluntary winding-up of the above-named Company was made subject to the supervision of the Honorable Court and that the creditors (if any) to send their names and addresses and the particulars of their debts or claims and the names and addresses of their solicitors (if any) to the undersigned Richard Graham-Taylor and G. James Cleaver of Messrs. Arthur Young and Company, P.O. Box 480, Grand Cayman, British Virgin Islands, the joint liquidators of the above-named Company and if so required by notice in writing from the said joint liquidators to come in and prove the said debts and claims at such time and place as shall be specified in such notice or in default thereof they will be excluded from the benefit of any distribution made before such debts are proved.

Dated this 28th day of November, 1983.

RICHARD GRAHAM-TAYLOR,  
G. JAMES CLEAVER,  
Joint Liquidators.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## UK COMPANY NEWS

## RFD £0.2m fall but interim up

THE OUTLOOK for the year ending March 31 1984 remains one of lower profits for RFD Group, says the chairman, Mr. A. G. Macpherson, as he reports a reduction over the first half. But the interim dividend is being raised from 0.84p to 0.82p. Mr. Macpherson explains that the board believes the dividend policy should reflect underlying longer-term trends as well as year-to-year profit fluctuations. "The early success of our investment programme justifies a 10 per cent increase," he says. Shareholders had been warned of the probability of somewhat lower profits, but the extent of the first half fall from £778,000 to £568,000 is greater than the board expected, the chairman reveals. The main reason was a weakness in the cable components division which has suffered from the particularly low level of activity in the power cable industry.

## G. M. Firth profit rise continuing in second half

FIRST HALF profits at G. M. Firth, effectively raised from £1,184,000 to £1,178,000, after tax, £108,000 (£193,000) and minorities £28,000 (£16,000), the net attributable profit was £87,000 (£127,000). Earnings are shown at £1.18p (£1.19p) per share. For the year ended 1982-83 the profit before tax was £2,040,000 and the dividend was 3.06p. The interim dividend is being raised from 0.84p to 0.82p. Mr. Macpherson explains that the board believes the dividend policy should reflect underlying longer-term trends as well as year-to-year profit fluctuations. "The early success of our investment programme justifies a 10 per cent increase," he says. Shareholders had been warned of the probability of somewhat lower profits, but the extent of the first half fall from £778,000 to £568,000 is greater than the board expected, the chairman reveals. The main reason was a weakness in the cable components division which has suffered from the particularly low level of activity in the power cable industry.

## Triplex back in black at midterm

Triplex Foundries Group returned to the black in the six months to September 30 1983, halting three years of losses with a pre-tax profit of £394,000. This compares with a deficit of £781,000 for the corresponding period and £992,000 for the last full year. First half turnover fell from £15,420m to £13,800m but the operating outcome turned round from losses of £53,000 to profits of £394,000. Analysis of these and external sales shows (2000s omitted): foundries, £156 (£263 loss) on 25,072 (£27,353); engineering, £128 (£127) on 23,325 (£23,325) and building components, £112 (£294) on 23,325 (£294). There was no exceptional debit this time, compared with £18,000 last, and the pre-tax result was after interest of £345,000 (£488,000) and group costs of £218,000 (£248,000). With no tax earnings per 23p share amounted to 4p (8.5p loss) but the interim dividend has again been passed. Last year a reduced level of 0.5p (1p) was paid. The directors state that borrowings, though still too high, are under control and within the programme agreed with the group's clearing banks. Foundries are a decreasing proportion of the group's business, they say, reporting that the market continues to be difficult, especially for castings, but that collectively the group's foundries are operating close to budget. As regards the engineering division, they say, experience has been variable, as are contracts in their several specialist markets. However, within the building components business, sales are good and the two subsidiaries are ahead of target. They report that the company is undergoing considerable changes and these continue. A finance director has been appointed, certain management changes have been made and there will be more.

## Beechwood into halftime loss

A SETBACK in civil engineering has helped push the Beechwood Group into a loss of £582,457 for the half year ended September 30 1983, and the directors have decided to pass the interim dividend. The mechanical engineering division showed little change in its position. During the period of the previous year the group made a profit of £101,879 and this had risen to £401,270 by the year-end. The interim dividend was 0.45p and the total 1.35p net after adjustment for a 10 per cent scrip issue. Mr. J. C. Downing, chairman, explains that delays and difficulties in obtaining payment for completed contracts, and unforeseen problems encountered at certain sites, led to a trading loss of £229,004 (profit £455,500) by the civil engineering division. Three contracts are involving much greater work and cost than were expected. Substantial claims are being prepared for early submission, though it will take some time to obtain settlement. The well-drilling and pump services division, which made a trading profit of £20,308 (£51,884), suffered from a shortage of work in the latter part of the second half. Despite every effort to restore it to profitability the mechanical engineering division incurred a trading loss of £229,004 (£220,763). Mr. Downing says the market was "desperately difficult" and further deteriorated in late summer. Action had to be taken and at the end of September Granger Hydraulics was closed and next month the general fabrication side of Spencer Harris will cease production. "These drastic but inevitable steps" will put an end to the heavy operating losses in that division and will reduce the group's interest burden, the chairman states. Looking at the prospects, Mr. Downing says the objective is for all parts of the group to be trading profitably by the end of the second half. Top management has been seen to the present set-back will be temporary. Turnover in the half year came to £5,220m (£5,990m) and was split: civil engineering £2,220m (£2,194m); mechanical engineering £3,000m (£3,796m). Interim payable rose to £229,004 (£194,772). Closure costs and related expenditure of £500,000 have been charged as extraordinary items. Loss per share was 10.1p (earnings 1.3p).

## Sturla £31,000 profit midterm

For the six months ended October 31 1983 Sturla Holdings, provider of business finance, returned profits of £31,000 at the pre-tax level from turnover of £7.56m—no comparisons are given. David Britton, the chairman, says the results were achieved with very limited resources following depletion of the group's capital base. He adds that they also reflect a substantial reduction in group overheads and stresses the need for new sources of funding if the group is to be able to maintain this encouraging return to profitability. The profits were struck after deducting depreciation of £1.2m, interest of £889,000, and professional fees of £28,000, commissions paid of £282,000 and overheads of £178,000.

## Burns-Anderson holds margins improvement

THE INCREASE in margins achieved by Burns-Anderson midway has been maintained, and for the year ended September 30 1983 the group's profits have risen from £337,535 to £561,480. Group interests cover the supply of reinforcement, motor vehicle distribution, shop-fitting, property investment and development. Its turnover moved ahead from £25,420m to £30,060m. Mr. I. L. Black, chairman, says the outcome for the year demonstrates the company's recovery, which began in 1982, has continued. All divisions contributed to profit, which has been maintained without any real general improvement in trading conditions. It is the culmination of actions taken to reduce the operating costs and improve the services offered.

## BANQUE NATIONALE DE PARIS

Floating rate note issue of USD 225 million June 1981/96. The rate of interest applicable for the period beginning 13th December 83 and set by the Reference Agent is 10 1/2% annually.

## BASE LENDING RATES

A.R.N. Bank	9 5/8	■ Hillier & Gen. Trust	9 3/4
Amro Bank	9 5/8	■ Hillier & Gen. Trust	9 3/4
Bank of Arab Bank	9 5/8	■ C. Hoare & Co.	9 3/4
Henry Ansbacher	9 5/8	■ Hongkong & Shanghai	9 3/4
Arthurhott Latham	9 5/8	■ King'snorth Trust Ltd	10 1/4
Arcoo Trust Ltd	9 5/8	■ Knowledge & Co. Ltd.	9 3/4
Assonet Bank Corp	9 5/8	■ L. K. & Co.	9 3/4
Bank de Bilbao	9 5/8	■ Malinhall Limited	9 3/4
Bank Bapostolin BM	9 5/8	■ Edward Manson & Co.	10 1/4
BCCI	9 5/8	■ Meghraj and Sons Ltd.	9 3/4
Bank of China	9 5/8	■ Bank of India	9 3/4
Bank Lemmi (UK) plc	9 5/8	■ Morgan, Grenfell	9 3/4
Bank of Cyprus	9 5/8	■ National Bk. of Kuwait	9 3/4
Bank of Scotland	9 5/8	■ National Girobank	9 3/4
Bank of S. Africa Ltd.	9 5/8	■ Westminster	9 3/4
Bank of S. Africa	9 5/8	■ Norwiche Gen.	9 3/4
Barclays Bank	9 5/8	■ R. Raphael & Sons	9 3/4
Benedictine Trust Ltd.	10 1/4	■ P. S. Refson & Co.	9 3/4
Brennan Holdings Ltd.	9 5/8	■ Roxburghe Guarantees	9 3/4
Bank of East Africa	9 5/8	■ R. C. S. & Co.	9 3/4
■ Brown Shipley	9 5/8	■ Standard Chartered	9 3/4
■ CIB Bank Nederland	9 5/8	■ Trade Dev. Bank	9 3/4
■ Canada Perm't Trust	10 1/4	■ TCB	9 3/4
■ Castle Court Trust Ltd.	9 5/8	■ Trustee Savings Bank	9 3/4
■ Cedar Holdings	9 5/8	■ United Bank of Kuwait	9 3/4
■ Charterhouse Japhet	9 5/8	■ United Mizrab Bank	9 3/4
■ Chlouratons	10 1/4	■ Velokas Intl. Ltd.	9 3/4
■ Citibank Savings	110 1/4	■ Westpac Banking Corp.	9 3/4
■ Citicredit Bank	9 5/8	■ Weyerhaeuser Ltd.	9 3/4
■ C. E. Coates	9 5/8	■ Williams & Glyn's	9 3/4
■ Comm. Bk. of N. East	9 5/8	■ Wintour Secs. Ltd.	9 3/4
■ Consolidated Credits	9 5/8	■ Yorkshire Bank	9 3/4
■ Co-operative Bank	9 5/8	■ Members of the Accepting Houses	9 3/4
■ C. P. & Co. Popular Bank	9 5/8	■ 7-day deposits 5.5%	1-month
■ Dunbar & Co. Ltd.	9 5/8	■ 5.75% Short-term	22,000/1
■ Duncan Lawrie	9 5/8	■ 6-month	2 1/4%
■ E. T. Trust	9 5/8	■ 7-day deposits on sums of:	
■ Equate Trust Ltd.	10 1/4	■ £10,000-£5, £10,000 up to £50,000	9 3/4
■ First Nat. Secs. Ltd.	10 1/4	■ £5, £50,000 and over	7 1/4%
■ First Nat. Secs. Ltd.	10 1/4	■ 21-day deposits over £100,000	9 3/4
■ Robert Fraser	9 5/8	■ Demand deposits 6 1/4%	
■ Grindlays Bank	9 5/8	■ 7-day deposits 6 1/4%	
■ Citibank of China	9 5/8	■ Money Market Choice Account	3.75%
■ Hambros Bank	9 5/8	■ Effective annual rate	3.11%



## FINANCIAL TIMES SURVEY

Wednesday December 14 1983

## Business Information Systems

New technology is acting as the catalyst to speed up the flow of business information from providers to users. The trend now is towards increasingly specialised data services to meet clients' particular requirements.

## A growing demand for customised services

ANYONE DOUBTING the money to be made in business information need look only at Reuters, the world's oldest international news agency. Pre-tax profit in 1980 was just over £4m on a turnover of £90m. By 1982, pre-tax profit had grown to £37m and this year it could touch £60m.

This spectacular growth record is the result of Reuters' success in developing computer-based information services for the business market, provided, in the main, through the ubiquitous Reuters Monitor video screens.

In addition to its familiar money market and commodities services, it has added in recent years a shipping service, selective commodities service for futures markets, specialists and an oil service, a combination of prices contributed by dealers, terminals, market prices and — perhaps most significantly — news and economic indicators.

Reuters claims this has sold faster than any previous new product, and it is a pointer to the principal trends in electronic information.

Proposals to float Reuters on the Stock Exchange have focus.

By ALAN CAINE

sed attention on the company, but it is only one of a growing band of organisations which are looking for new profits in electronically provided information. In the UK, these include Datastream, a closed user group (paying-members only), providing historical data on equities, company accounts, fixed interest securities, market performance indices, interest, and exchange rates, financial futures and commodities; Dunsprint, a closed user group, owned by U.S. financial analysts Duns and Broad-

street, which provides information on U.S. companies; and Topic, the Stock Exchange's own general news service.

In both Britain and the U.S. Reuters competes with Telerate which was floated in the U.S. last year, and in the U.S. with Quotron, Monchick-Weber, and Telemet, among a host of others.

There were 20 publicly available computer-based information systems or databanks in 1985, mostly dealing with scientific and technical information—the kind of information brought together by Euronet, the European Commission initiative in European database management.

By 1979 there were more than 400 databanks covering much more than scientific and technical subjects; the number of users of this information grew from 10,000 to 100,000 between 1965 and 1970. The total is expected to exceed 300,000 by 1985 in the U.S. alone.

## Categories

These big financial information services are the gilt on very substantial gingerbread. Business information services fall naturally into three categories. First, on-line business information provided by outside

bureaux which the businessman can have access to through a terminal in his office (the Reuters video screen is a good example).

These bureaux are often referred to as "spinners," a reference to the fact that their livelihood depends on keeping big computer disc memories spinning information out to their clients.

A special case in this category is British Telecom's Prestel service which provides on-line computer information for display on commercial television sets via the telephone lines.

Originally planned as a home information system, Prestel's marketing thrust has gone through several metamorphoses in its short life. Now the accent is on business information and the latest venture — in combination with InterCom Videotex — is Citiservice, which offers a package of financial and commodities information.

Second, there are the in-house systems which make it possible for a business executive to have access to his company's computer-based information through a terminal on his desk.

The most dramatic development in this area in the past two years has been the advent of the professional personal computer giving the executive the facility to modify and

manipulate information taken from the main files.

Third, there are on-line services provided by organisations to their customers to facilitate business between them. The most powerful example here is the cash and treasury management systems which all the world's major banks are installing to give their corporate clients more direct and immediate control over their funds worldwide.

In all these categories the new electronic technology initially acted as a kind of catalyst. It speeded the movement of information from the provider to the user without altering it in any way. So, for example, a professional journal like Chemical Abstracts has been available in the form of massive printed volumes for over 75 years; it has been available in on-line form for just over 10 years, but as abbreviated entries which make searches quicker—the customer still has to go to the printed volume for the abstract and to the original paper for the full text.

Now the trend is away from simply providing raw statistics and towards a "packaged" product in which value is added to the data by customising it to suit the client's requirements. So, for example, although a number of on-line information

companies provide "news alert" services based on searching through a menu of items of possible interest, when the IIT Corporation and the Financial Times decided to link hands to provide a novel service, they chose to offer a customised news alert—tailored to the immediate interests of their subscribers.

Mr Robert Braverman, IIT senior vice-president, said: "For the first time, subscribers will be able to specify their interests and receive news and intelligence, tailored to their needs, virtually whenever and wherever they wish."

## Services

Tailoring general news is, of course, simply a sophistication on the old theme of dedicated subject coverage. Just as Chemical Abstracts and Biological Abstracts provided specialised information for professional chemists and biologists, so the major UK legal retrieval services Lexis and Eurlux provide similar services for lawyers.

The UK bureau and computer services company Seicon (a BP subsidiary) is now making available the full text of the House of Commons Hansard reports for on-line access through visual display terminals.

## SIZE AND GROWTH OF ON-LINE MARKET

Description	1980 US\$m	1985 US\$m	Annual compound growth rate %	Source
● UNITED STATES:				
On-line database services	1,900	3,000	+ 9.5	Creative Strategies Inc. (1981)
Commercial on-line databases	1,000	3,400	+28.0	Link Resources Inc. (1981)
Computerised databases	77	393	+38.0	I. D. Corporation (1981)
On-line database services	1,436	4,275	+24.0	Input (1981)
On-line bibliographic and factual databases	900	2,340	+30.0	Monitor (1981)
Average	1,063	2,880	+22.0	
● EUROPE:				
On-line database market	63	4,300	+130.0	Computer weekly (1981)
On-line database market	123	1,400	+63.0	Input (1981)
On-line bibliographic and factual databases	83	—	—	Monitor (1981)
On-line database market	124	460	+30.0	CS and P (1982)
Average	99	2,053	+83.0	

Source: Knowledge Industry Publications.

## CONTENTS

- Specialist users: Videotex services: a boon for the fast-changing money market ..... II
- Commodity markets: quest for "creative commodity broking" ..... II
- Legal information systems: why Britain's lawyers are not yet rejoicing ..... III
- The Stock Market: the City welcomes a technology revolution ..... III
- On-line news and current affairs: an under-valued resource...IV
- New technologies: Hardware and software: today's technology is being stretched by the demands of the growing business information industry ..... III
- Data base markets: the future looks promising ..... V
- Case studies: how two top companies make sense of a deluge of business data: new system offers big benefits for Britain's Export Credits Guarantee Department ..... IV and V

CONTINUED ON NEXT PAGE



Dun &amp; Bradstreet's Key British Enterprises: a business and management information databank available on a Pergamon Infoline computer



## Pick up the phone from the future.

This phone will do things most of us never dreamed possible. It will even transmit data on to a VDU. It will be very much at home in tomorrow's electronic office. And it exists now.

But even a phone as advanced as this will one day become obsolete. Nobody quite knows when. Nobody quite knows what will replace it. Nobody knows for certain what telecommunication equipment will be like in the office of the '90s and beyond.

All of which brings us to this phone's greatest attribute of all. The part you don't see.

The system behind it. Called MD 110, it is far and away the most sophisticated telecommunication system available. And it has one priceless advantage.

It has the ability to accept any communications

equipment. Either in use today, or even beyond the foreseeable future.

Obsolescence is just not part of its vocabulary. It is digital. It will handle voice and data transmission simultaneously. It can operate as a single system in one location, or as a multi-location system spread across the country. Distance makes no difference.

It undertakes all internal and external communication and it is cost effective from as few as 150 extensions, to as many as 12,500.

It is endlessly adaptable to change—expansion, relocation, computerization—any change in voice or data transmission needs.

You simply cannot outgrow it.

It can be phased into an existing system without disruption. Even accommodating existing telephones.

No company can afford to ignore the importance of communication. But the pace of change is such that most of today's telephone systems are out-dated before they can be installed. MD 110 changes all that—at the same time providing substantial savings in cost and time.

It is the single most effective step yet in taking business communications into the future.

Think about your company's needs over the next few years—for the next few decades. Then let us show you what MD 110 can do.

Your present phone system can put you in touch with us.

But that is where any similarity ends.

Viking House, Foundry Lane, Horsham, West Sussex. Tel: (0403) 64166

**THORN ERICSSON**

Partners in Communication

THORN ERICSSON



## BUSINESS INFORMATION SYSTEMS II

## More customised services

CONTINUED FROM PREVIOUS PAGE

and can, for the first time, provide traders with price quotations, real time foreign exchange rates and the full Unicom News service on a single terminal.

"Single screen" is an emotive expression. Already, a dealer might have on his desk a Reuters screen for universal commodities information and news, a Telerate screen for financial information and money broking and an ADP Comtrend monitor for U.S. markets and high resolution graphics.

He could add a London Commodities Exchange "Manifest" screen for continuously updated price information and his desk will be getting cluttered.

At present, there seems to be no agreement on whether dealers should work with a variety of screen with a single screen with the picture divided into separate "windows" or with a screen which can be changed rapidly from one set of information to another.

Company executives would

presumably prefer to be free of such clutter on their desks; at the most, they would agree to a single professional personal computer on the desk top.

The chief trend today, much encouraged by a newly aggressive IBM, is towards the data centre as the repository of company information which can be accessed by many people in the company but modified or altered by a very few under strict supervision.

## Catalyst

Some of the information may be drawn off for processing at a secondary site or information centre, yet more may be downloaded to personal computers on the desk top.

Again, the technology has provided the catalyst—the information was always there, but you could never get at it," comments Mr Andrew Rodger, director of marketing for Package Programs, a UK software company which provides man-



Mr Terence Andrew, president of Unicom News: meeting the needs of the commodity trade

agement information systems for many top companies, including Rank Xerox, Black and Decker and Wimpey.

"But the more you give people, the more they want. Nice to know quickly becomes need to know. There is a creeping sophistication built into business information systems."

Here, and on the next three pages, correspondents highlight some of the specialist users of business information systems

## A boon for the money markets

VIDEOTEX SERVICES have created the first "live" money markets in London. Up-to-the-minute details from any of the ever-changing money markets is not cheap, but many customers are finding that it is less expensive than acting on out-of-date information.

Inhabitants of the Square Mile all need to know at least something about one of the money markets. Before the arrival of videotex services, daily newspapers or a series of telephone calls were the only way to shop around for prices.

Unlike the stock or commodity exchanges, there was nowhere one could go and compare prices in one place.

Videotex, the rapid collection and distribution of information on prices in a standard form, displayed on a network of terminals, was ideal: people who use this data can also supply details of their own to create a live exchange.

The Reuters Monitor and Telerate, from America's Telerate along with AP-Dow Jones, are the most successful of these professional services which carry information about money itself. But each and every one of the services carries some monetary information, besides more general items on stocks, commodity prices or news. Professional services such as these are costly because a leased telecommunications line has to be routed to the terminals to connect it to the wider network. But they are interactive, so information can be sent as well as received, and they offer the fastest dynamic service so that the most up-to-date price changes are displayed.

Reuters' Monitor is the acknowledged world leader in the field, with some 15,000 terminals hooked up in 74 countries. Miss Julie Holland, the money market manager, said that it can offer information from the exchanges and markets, the chance to deal electronically, rather than over the telephone, and, ultimately, the opportunity to process all this information.

In its first and foremost role as an information provider, Monitor is being used to display the changing price of commodities. It could go much further, she adds, with the use of the terminal network to close or confirm deals and complete processing of the results. Reuters' Monitor is one of the first videotex services to offer such information and it now has the largest base of information providers. The profitability and future potential of the service is the key reason why Reuters' proposed stock market floatation is expected to raise £1.5bn. Telerate is one of Reuters' strongest rivals, with some 1200 of its several thousand strong terminals in the U.S. and information producers based in London. The overseas operation of Telerate includes its right to pool information from Quotron Systems, the Associated Press and Dow Jones and it is the

foremost supplier of details about the American markets as a result.

Rapid access to such exotic markets is Telerate's big attraction, according to a director, Mr Eli Antan, who, until recently, was the man whose job it was to sell the service to the European market.

"Our big advantage over Reuters' Monitor is a much more thorough picture of dollar currencies, and the ability to bring together the financial information about the Western hemisphere," he claims.

The Telerate service, which at £500 costs much the same as its competitors per month, is highly specialised in its ability to provide detail about U.S. Government securities, or the so-called "Fed Watching" this is an analytical service which tries to penetrate to the heart of the larger and more complex Federal stocks and bonds market.

A more general service is offered by the third biggest supplier, the Citicore service from Commodities Videotex (ICV) and British Telecom (BT).

Carried on the public videotex network, Prestel, it is primarily aimed for the casual viewer, who does not want the expense of a leased line or high monthly subscription charge.

Mr David Taylor, ICV's managing director, said that Citicore carries financial details on general topics such as currency, certificates of deposit or bonds with what is called "a 30-minute snapshot".

In other words, ICV updates the prices only if they change over this period of time.

For a money-broker this time lag would be unacceptable, he added, but for the private investor or smaller companies, it is adequate. ICV must gather its details about the money markets by telephoning a number of brokers with whom it has an arrangement, "because, unlike every other exchange, there is one generating electronic signals for the money

market."

This picture is changing slowly, as nearly all the money brokers become part of one or more information networks.

Mr Taylor said that he can foresee the day when cumulative monetary information will be electronically generated, much like the Stock Exchange TOPIC system sums up the price bids and offers for shares.

Meanwhile, since Citicore is available on Prestel, it is far cheaper for people in Britain outside of the Square Mile to pay the "phone call and small usage-cost of videotex—some tens of pence—rather than buy a leased line which is going to be used infrequently.

## Benefit

Another advantage of the Prestel videotex delivery is that a common terminal is used for all transactions: many brokers' desks are becoming cluttered up by the individual terminals which various videotex services employ. Reuters recently came up with a single, programmable keyboard which can perform all the functions required in a dealing room.

Pintel, the Financial Times service, has a money-market option which is called International Financial Alert. For £750 a year this leased line service offers investment advisors services such as international hedging advice, spot and forward exchange rate projections and reviews of currency positions.

But, from the subsidiary of Exchange Telegraph, is another continuously updated service specifically for the monetary markets. Stock exchange members pay £800 for the first terminal while those outside must find £1,200 for a year's subscription.

These videotex services also offer more limited use of their information on Prestel, in the form of general pages which contain the output which would usually take up many tens of pages.

"Prestel used to be too fragmented with all these high-quality professional services, offering a little glimpse of what they offer on their pages," said Mr Taylor. "The aim of Citicore was to bring it all together for the general business-user."

The fragmentary services are often highly detailed and dynamic, but cost thousands of pounds.

Miss Holland explained that, for Reuters at least, this is proving to be a very profitable business, since the change in a fraction of a cent can add up to thousands of dollars saved by a multinational "in the know." She believes that the videotex money market still has room for growth, as service the money-brokers now that the money-broking community is reaching saturation point.

Paul Walton

## DATASTREAM

More Data  
More Programs  
More Flexibility

Four new services will make Datastream more powerful, more versatile and more effective.

## Graphics II

- \* new pie charts, bar charts, line and bar charts
- \* new, more flexible methods of presentation
- \* user's own data can be displayed on Datastream programs
- \* company accounts data available for Graphics

## Futures II

- \* new hedge monitor, 'Minder' pages, hedge efficiency
- \* new charts for more sophisticated technical analysts
- \* new contracts, wider data coverage

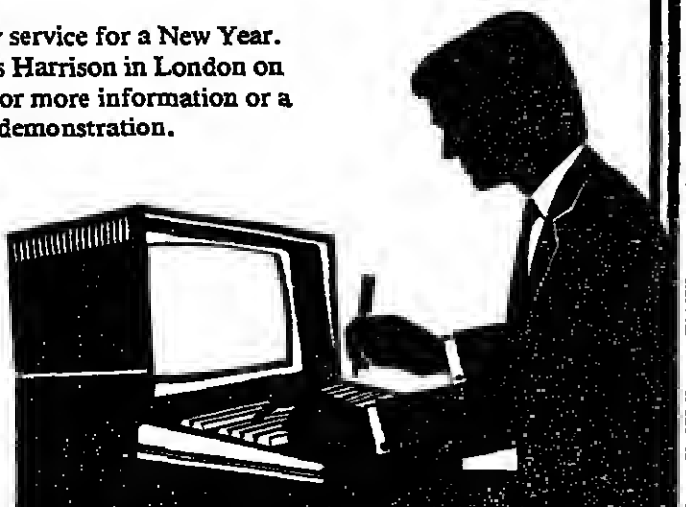
## Time Series Analysis

- \* simple and complex regression analysis
- \* powerful data manipulation programs
- \* flexible data combinations

## Computer to Computer Links

- \* delivery on in-house systems and local area networks
- \* new dial-up facilities

It's a new service for a New Year. Call Chris Harrison in London on 250 3000 for more information or a demonstration.



## Impact of technology on the commodity markets

## The key to creative broking

COMMODITY prices for softs and metals will soon be dealt at the speed of light, or so it seems. The use of our system to other brokers," added Mr Wedmore.

Berisford is one of the biggest commodity brokers, with a turnover of £2,792.2m and profits of £54.7m in 1982. Eighteen months ago it also decided to take on a technology much more seriously.

Berisford's Information Technology (or BIT) is the group's new commercial computer services arm, a spin-off of its own in-house data processing activities. Mr Wedmore actually works for BIT, which is managing the development of Berisford.

## Hectic

The support of a commodity broker has all the usual problems associated with any financial or broking system—and quite a few more which are peculiar to that market. Commodities are traded by taking a position, or making an agreement to buy and sell at particular prices; the market is far more hectic as a result.

"Almost every price or variable can change at any time. We have to account for the supply conditions in a particular commodity (whether it is long or short), currency fluctuations, for equities control and even the changing political climate or just the weather," said Mr Wedmore.

To cope with this changeable environment, Berisford is being phased in along a nine-point plan which takes in each aspect of commodity broking. The ultimate goal is instantaneous control of the Berisford prices and positions in its major commodities: coffee, sugar, metals, oil seeds, nuts, rubber, and tea.

The most important point is the ability to be able to control position in a commodity, to be long or short. This involves taking basic information from the Classic and Reuters Monitor service, calculating the price and supply of a certain commodity.

The next step is to be able to control the use of Berisford's equity and track its credit position around the world. This kind of financial management is common to most businesses, but it is far more complicated to follow when the base information might be changing from hour-to-hour.

An international telecommunications network links Berisford's three main offices in London, Amsterdam and New York, along with minor input from its other out-stations around the world. The network is designed to be fail-safe and employs the same kind of Tandem Non-Stop computers which the banks favour for this same purpose.

A commodity is traded by agreeing terms and then exchanging contracts, the equivalent of stocks or shares. Berisford will introduce the first electronic system which will print out these physical contracts immediately after a deal has been concluded.

Once the basic dealing system is in place, Mr Wedmore said that Berisford's want to place less and less trust on outside electronic information. A currency administration system will allow Berisford to work out the effects of fluctuations for itself, automatically and as they occur.

"There is a great deal of administration which must follow a deal being struck. The contract documentation must be collated. The terminal which a broker is using must be monitored to give a record of the day's trading. In the final part of the plan, Berisford will take over all these functions from the previous manual or only partially automatic systems."

Mr Wedmore said that by 1985, commodity dealing "will be far more timely. A dealer will be able to do trade and then see its effect on the business and on the market immediately."

This makes for better control of equity and a very much faster response time to change. With a high proportion of its equity in use at any one time, he added that "pretty tight control is essential."

The real benefits from automatic commodity dealing will only begin to be felt once the manual systems have been entirely removed. Then a dealer will become much more

of a tactician, with the tools at his disposal to plan campaigns in certain markets, or at certain crucial times of the year.

"A dealer will be able to hypothesise about the overall effect of certain moves. He will, in effect, be a creative commodity broker."

"At the moment, any kind of planning is still done on paper. In the future, the calculations will be performed automatically leaving just the final decisions and choices to be made," added Mr Wedmore.

The commodity market might then become almost entirely concerned with futures, since today's deals will be handled automatically.

Paul Walton

## Banks! We don't need an interpreter...

International Banking is a complex and fast moving business with an increasing emphasis on modern computer systems. Hardware and software requirements are highly specialised and constantly evolving, and a delayed or incorrect decision on new systems can impact your bank's forward strategy.

Capital Data's Management Consultancy Service exists to help you avoid the problems. Our management team's years of working exclusively within the International Banking community has given us a detailed understanding of the business and its needs, enabling us to evaluate available options and recommend an effective course of action.

We don't need an interpreter. Talk to Capital Data.

## ...we understand banking

For further information, contact Gordon Munday / Neil Lammont.

**CAPITAL DATA SYSTEMS LIMITED**  
ORIENT HOUSE 42-45 NEW BROAD STREET, LONDON EC2M 10Y  
TELEPHONE: 01-626 0888 TELEFAX: 8811725 CILTON G

Management Consultancy • Systems Development  
Software Support • Package Products • Custom-built Systems  
A MEMBER OF THE CAPITAL DATA GROUP OF COMPANIES

**CAPITAL DATA**

## Market Location finds tomorrow's customers—today.

If you want more customers, send for information or phone Mike Clark on Leamington Spa (0926) 34235

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Phone \_\_\_\_\_

Market Location Limited,  
17 Waterloo Place, Leamington Spa CV32 5LA.

We direct companies to their best sales prospects. They get more sales from every £ of sales cost.

Our unique database and map system has valuable information, not commercially available elsewhere, on more than 100,000 industrial locations in Great Britain.

Specific benefits of our systems include:

- ☐ More sales calls per day
- ☐ Better quality sales calls
- ☐ Higher response rates from direct mail
- ☐ More good prospects contacted—fewer missed
- ☐ More accurate measurement, by area, of sales potential and workload

☐ More precise sales territory allocation

- ☐ Better sales targeting and forecasting
- ☐ Less time spent gathering information and making lists of prospects
- ☐ Less cost from reduced distance and travelling time between sales calls
- ☐ For market research—a more comprehensive universe and better sampling



## BUSINESS INFORMATION SYSTEMS III

Rachel Davies looks at legal retrieval services

## Why the lawyers are not yet rejoicing

"MAN IS a pliable animal, a being who gets accustomed to everything," said Dostoyevsky. The English lawyer may be less pliable than most, but even he is getting accustomed to the computer.

His American cousins took to the legal information systems like ducks to water long ago. Now, three years after their introduction into the UK, Mr Sandy Weatherhead of the Society for Computers and Law says: "We have failed to fire the imagination of the profession as to the potential of the computer."

This is denied by both of the most important legal retrieval services in the UK, Lexis and Eurolex.

Mr Kyle Bosworth of Lexis describes lawyers' reactions as "absolutely fantastic." Mr Norman Nunn-Price of Eurolex is more restrained. He says lawyers' attitudes have changed from being hostile, to passive, then to receptive.

Since 1980, he says, when Lexis and Eurolex were introduced and were actually seen in operation, the climate has changed dramatically.

Lexis was established in the States long before it came to the UK. It is based in Dayton, Ohio, and is serviced in this country by Butterworths, the legal publishers.

## Established in U.S.

Subscribers have transatlantic access to a wealth of information, including full text law reports, transcripts of unreported cases, the complete statute law of England and Wales, American cases, tax treaties and EEC Commission decisions.

Eurolex is entirely British-based, but has subscribers in most European countries and as far afield as Singapore, Hong Kong and New Zealand. It carries full text law reports, summary reports, digests, statutory material, Common Market law reports, European

British lawyers were cautious in their reaction. Few barristers in a general common law practice would have felt the need to search for obscure sources of law. Their specialist brethren might well have felt that they had penetrated the depths of their tiny but complicated pool, and had their own methods of keeping up to date.

It would be unfair to say that men of such extraordinarily old-fashioned minds must have old-fashioned minds, but there is no doubt that barristers practise under a system that has suited them for centuries, and they can only be expected to consider computers with caution.

## More in use

But the signs are that the legal retrieval systems are being increasingly used, to such an extent that the House of Lords has already indicated that it is fed up with having its time wasted by the production of lengthy and irrelevant computerised transcripts of unreported cases (see *Roberts Petroleum*, FT, February 15, 1983). This could lead to interesting questions in a country where the legal doctrine of precedent is paramount.

Care should be taken in selecting materials if the computer is loaded indiscriminately with useless information. It will clog the system and defeat its purpose. Also, rules will have to be formulated as to selection of computerised material for citation in court.

In time, as conflicts inevitably arise between system and systems, and between systems and researchers, a new branch of the law will develop called "computer law" or "communications law."

Then the lawyers will rejoice — and no doubt embrace the computer with true enthusiasm, for it will provide additional employment and income — and they, in turn, will provide ever-increasing material for the system.

## City welcome for a revolution

A TECHNOLOGY revolution is taking place in the club-like environs of the City of London. The recent announcement by the Stock Exchange that it had approved the development of a new computer system to handle share transfers at a cost of around £6m was the latest in a series of moves which are bringing London's financial community into the twentieth century.

The new scheme proposed by the Stock Exchange will have a significant impact on all areas of the securities industry in Britain and could lead to the demise of the share certificate. The key proposals for the new system—known as Book Entry Transfer Administration—are:

● Major investors will be able to enter into agreements with the Stock Exchange which will allow transfers to be initiated electronically through the Stock Exchange's integrated data network.

● For these, investor entries will continue to exist on the company register but certificates will not be produced.

● Agents, such as the stockbrokers and banks acting like nominees will be able to control uncertified accounts on behalf of small investors within the system while the beneficial owner's name will appear on the company register.

● Certificates and transfers for the smaller investor will be replaced by a single document known as the registered shareholders receipt. At first this will be available only for those securities where the register is on-line to the Stock Exchange's computer system but the Stock Exchange hopes for rapid growth in the list of applicable securities.

## Involvement

The technology changes now under way have been given impetus by the financial services revolution now taking place in the London market following the deregulation of the Stock Exchange by the Government this summer.

Cliticorp, the giant U.S. banking group, is taking a 29.9 per cent stake in Vickers de Catta, the British stockbroker. Mercury Securities, the parent company of S. G. Warburg, the merchant bank, is taking a 29.9 per cent stake in Akroyd & Smithers, the stockbroker.

RIT, the financial group, is merging with the Charterhouse Group, whose interest include the merchant bank, Charterhouse Japhet RIT and Northern also has a 29.9 per cent shareholding in stockbroker, Kitchell and Kitchell. Security Pacific, the U.S. banking group, has acquired a 29.9 per cent stake in Hoare Govett, a large stockbroker.

Banks are becoming involved in banking and fund management and brokers and fund managers are becoming involved in banking.

Fixed commission scales are to be dismantled on the stock market which will place the brokerage and jobbing community under extensive commercial pressure.

It is widely predicted that the Stock Exchange will eventually have to allow its firms to act as both broker and market-maker if the commercial pressures mount and encourage merger activity within the community.

As the changes are taking place in the stock market so other financial groups are seeking to extend their operations. Mercantile House, the large international financial services group, has been studying the possibility of taking a stake in a stockbroker, while Exco, the money broker with extensive financial interests, has been studying a similar course of action.

Substantial international financial groups are being formed in an effort to be able to create a dealing network which will allow transactions to be carried out in the main financial centres at any time of day.

In a recent study, Logica, which has carried out a number of projects for the London stock exchange, has argued that in many dealing rooms the needs of the dealer are not always catered for.

It has said that external market information comes from a variety of sources such as TOPIC screens, Reuter Monitor screens, Telerate screens, and a number of specialist bureaux and networks. Until very recently, the user of most of these services gained access to the information via a special purpose terminal supplied by the information provider.

Providers of information now permit a link direct into a user's computer but there are strict conditions placed on the use to which the data can be put.

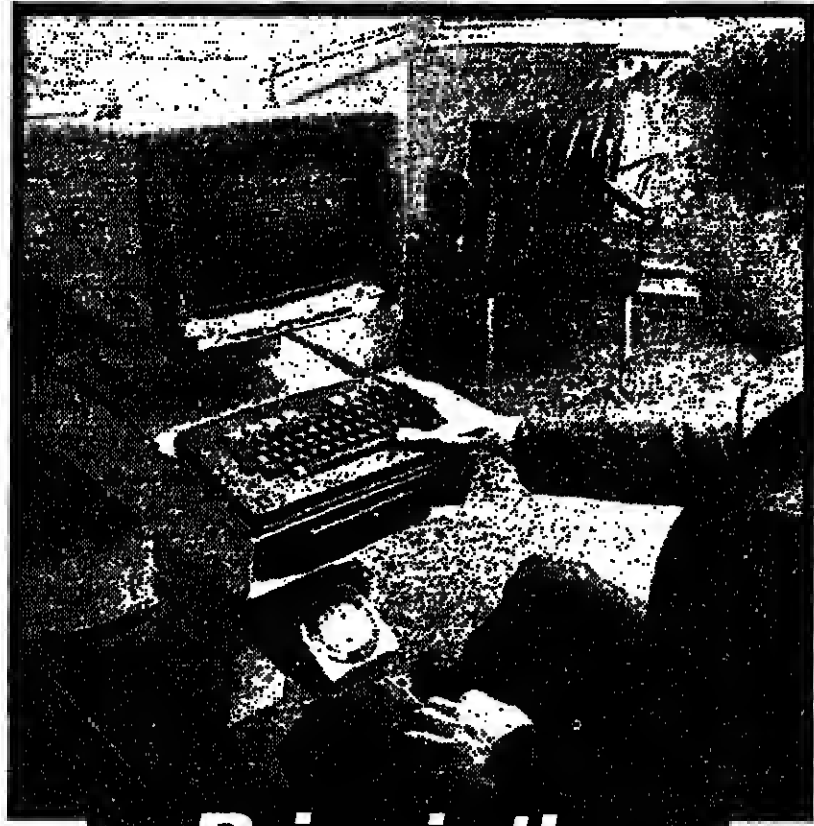
The changing situation has led to a proliferation of different terminals in the dealing room and a large amount of redundancy in the information provided.

Accessibility of internal record to dealers is also inconvenient in many cases.

John Moore

Alan Cane

## It's time to modernise your... library... news cutting systems... information department... research files...



## Bring in the TEXTLINE computerised information system

Via a TEXTLINE terminal you can interrogate a database that stores thousands of world-wide news stories on business matters to find information on exactly the subject, product, company or personal name you require.

SAVE MONEY, TIME, SPACE

Call our Marketing Department on 01-248 9828 at Finsbury Data Services Ltd. 68/74 Carter Lane, London EC4V 5BA.

## At Telerate we put our computers to work...

NAME	TIME	NAME	TIME
U.S. 10YR	10:15:00	U.S. 10YR	10:15:00
U.S. 30YR	10:15:00	U.S. 30YR	10:15:00
U.S. 1YR	10:15:00	U.S. 1YR	10:15:00
U.S. 6M	10:15:00	U.S. 6M	10:15:00
U.S. 3M	10:15:00	U.S. 3M	10:15:00
U.S. 1M	10:15:00	U.S. 1M	10:15:00
U.S. 30D	10:15:00	U.S. 30D	10:15:00
U.S. 15D	10:15:00	U.S. 15D	10:15:00
U.S. 7D	10:15:00	U.S. 7D	10:15:00
U.S. 3D	10:15:00	U.S. 3D	10:15:00
U.S. 1D	10:15:00	U.S. 1D	10:15:00

## ...not our subscribers

Telerate's composite foreign exchange pages display the most recent spot rates automatically. Markets change while you watch with each update from Telerate's contributing banks.

On Telerate, you don't have to keep punching keys to keep abreast of world events either. Stay informed through the news 'window', a continual scroll of the latest news headlines on the bottom portion of your Telerate screen.

If you need current information on world currency and money markets, put Telerate to work for you.

**AP Telerate**

Australia (AP-DJ)	Sydney 267-5500	Japan (Kyodo News)	Tokyo 584 4111
Benelux (AP-DJ)	Brussels 230-5320	Mexico (AP-DJ)	Mexico City 566-3488
Canada (CMQ Comms)	Toronto 366-7171	Philippines (AP-DJ)	Manila 594969
France (DAFSA)	Paris 233-2123	Scandinavia (AP-DJ)	Copenhagen 132657
Germany (VWD)	Eschborn 405291	Singapore (AP-DJ)	Singapore 223 0136
Gulf (AP-DJ)	Bahrain 273239	Switzerland (Telekurs)	Zurich 275-2242
Hong Kong (AP-DJ)	Hong Kong 213686	USA (Telerate)	New York 938 5200
Italy (AGI)	Rome 858 578	UK (AP-DJ)	London 353-6723

## New demands stretch technologies

COLLECTING and classifying business information is one thing, storing it in a computer database is another. It can be easily retrieved and manipulated is quite another.

The demands of the business information industry are already stretching existing hardware and software technologies to their limits. Putting intense pressure on manufacturers to come up with novel devices that will store significantly more information than the best of today's machinery.

Conventionally, on-line (immediate) access to large volumes of computer data has been through the magnetic disc, spinning in a disc drive. Computer information is written to and read from the magnetic surface of the disc.

According to Control Data Corporation, one of the companies specialising in advanced magnetic recording media, slightly less than 15m bits of information (eight bits are roughly equivalent to one alphanumeric character) can be written on one square inch of magnetic disc surface.

"By 1984, it is going to be 25 and by 1985, it will be 50. At this pace, by the end of the decade, the areal density will be approximately 200m bits per square inch," Mr John Morrison, Magnetic Peripherals Inc (a CDC subsidiary), told investors earlier this year.

Such developments will mean that magnetic disc memories will decline in cost at a rate of approximately 50 per cent every five years securing their place in the hierarchy of storage technology.

## Magnetic writing

The principle of magnetic writing stretches back to 1896 when a Danish engineer, Valdemar Poulsen, used a rotating drum as an electro-magnet. The surface of the recording medium—disc or tape—is coated with iron oxide particles on a thickness of a centimetre in length.

These represent tiny bar magnets and data is written when the writing head applies a magnetic field to the medium, aligning the poles of the oxide slivers in one direction or another.

According to Mr Morrison of Magnetic Peripherals, the key to the future will be the thin film head, a technology introduced in 1979 by IBM in its model 3370 disc drive.

Conventional read/write heads use wire coils to induce a magnetic field in the recording medium but the thin film head has a core of Permalloy, a mixture of nickel and iron.

This is deposited on a small ceramic slider. According to Creative Strategies, a U.S.-based consultancy, such heads can record 15,000 individual points per inch.

With thin film heads, the magnetic field is more concentrated around the head gap, which allows for greater packing density on the disc medium," it says in *Memory Storage Media*, 1983, £1,450.

Software solutions are increasingly being based on ideas derived from artificial intelligence and from ways of connecting the information in a database in a logical form so that it can be retrieved meaningfully.

But even if thin film technology—both in the read/write heads and in the recording media itself—will greatly prolong the life of the magnetic disc, the way of the future seems to lie in the optical disc or card, written to and read by a laser and possessing massive storage potential.

According to the U.S. consultancy Input: "Optical memory systems have the potential to be the clear winners in the race to increase recording densities and reduce costs. It seems obvious that by 1986 it will be possible to use optical discs to record—and have available—enormous quantities of data at a very low cost."

How enormous? Input suggests a plastic card the size of a credit card could contain 9,000 pages of typewritten text, or 40m bits of information.

It draws a picture of the *Encyclopaedia Britannica*, complete with illustrations on something the size of a long playing record, or the entire contents of the National Archives stored in a room 10 ft by 23 ft.

Optical storage can make all of this possible. A high powered laser is used to "write" tiny pits on the metallic surface of a disc or card. These pits can be so arranged as to represent computer-coded characters.

The characters can be read using a lower powered laser which records either a pit or the absence of a pit to recreate the code. In this way, optical discs can reach recording densities of 100m bits per sq in.

According to Frost and Sullivan, the U.S. market research organisation: "It now appears that write-once optical media and drives will have great success in markets now served by magnetic tape and microform. Magnetic tape is vulnerable because optical disc has far greater compactness, accessibility and durability in use. Microform is vulnerable be-

cause optical disc stores digital as well as image information and is far more practical for live and frequently accessed storage.

Market segments in which write-once optical media will do well include office automation, transaction recording and image storage. (*Optical Memory Media Market in the U.S., 1983, £1,375.*)

One of the more interesting developing erasable disc based technology is by Drexler Technology of the U.S. which has developed a credit-card-sized card capable of storing 8m bits. "Because of the compactness and low cost of the card, as well as its ability to be produced in a read-only version by photographic printing methods, this format has real potential," Frost and Sullivan says.

One drawback to the use of optical storage devices has been the fact that they cannot be rewritten or erased—now Japanese and U.S. manufacturers are developing erasable disc based on pigment changes or changes in surface opacity.

Given physical storage of the data, the question of efficient access to and extraction of data remains. One approach is ICL's Content Addressable File Store (CAFS), a hardware device which the company is now installing as part of its bigger computer systems; it enables information to be retrieved in a fraction of the time needed for a detailed search through the database.

Software solutions are increasingly being based on ideas derived from artificial intelligence and from ways of connecting the information in a database in a logical form so that it can be retrieved meaningfully.

## Requirements

The relational database works on this principle.

The data is so arranged that there is a natural relationship between all the different items of data in the store. A number of different people can examine the same data but in ways which suit their own specific needs.

The personnel officer, head cashier and company doctor will all have valid reasons for searching the company files yet they will each want to see the data arranged in specific ways if they are to get most out of it. A relational database, such as Logica's Rapport, makes this possible.

Search techniques based on the principles of artificial intelligence are already in use—generally being based on a dialogue between the searcher and the computer. Such techniques are expected to become commonplace both for commercial databases and for in-house systems.



## BUSINESS INFORMATION SYSTEMS IV

## On-line news: an under-valued resource

THE BAD news about data bases offering on-line news and current affairs information is that they do not seem to be an easy route to profits.

Marketing managers of large news organisations seeking to exploit both the potential of new technology and add value to their existing raw material, whether printed or broadcast, have, on the whole, so far been disappointed.

The winners have been those able to say honestly they are breaking even and there have been several very public failures.

The best-known is probably IRIS, the Washington-based organisation which was set up to explain the flow of world events but was unable to predict just how reluctant customers would be to pay large amounts for such interpreted view of the world scene.

The New York Times Information Bank was passed on,

after years of losses, to Mead Data Central. The Financial Times entered the market with Flintel, but also ran into problems.

Although there is still an education process under way to persuade people and organisations to pay more for what has been an undervalued resource, the good news is that there are

several new services from new companies entering the market or as old ones trying again.

Datasolve, the data base subsidiary of Thorn EMI, a long-established computer services company launched at the beginning of this year launched a news service called "The World Reporter" in conjunction with the BBC.

"World Reporter" has access to material broadcast by the External Services of the BBC and the monitoring of the radio broadcasts of 122 countries in 50 languages carried out by the corporation at Caversham.

The Economist and the Associated Press have also been added to the data base. "World Reporter" is available on any teletype-compatible terminal or micro computer for a basic fee of £200, plus usage costs of between £30 and £60 an hour.

Despite such relatively modest charges the service still only has around 50 clients, although this includes, it is believed, Government departments such as the Foreign and Commonwealth Office. But for corporate clients Datasolve says it can make available bits of commercial information that might otherwise stay buried or be overlooked.

A recent broadcast in China for instance, which was picked up by the BBC monitoring service, revealed that the Chinese had just bought 20 IBM-4300 computers.

That piece of information, Datasolve says, could mean

business for other companies selling peripherals.

Datasolve's "World Reporter" is just one of several new services which have begun this year in the hope that the time might be right to crack a difficult market place.

In October, "On File", an on-line data base specialising in political and commercial news on the Middle East, began its operations.

Mr Steven de Winter, "On File's" managing director, believes that 150-200 clients (and break-even point) may not be all that far off.

## News alert

At the same time as "On File" was beginning its service to clients such as British Petroleum, the Financial Times announced it was trying again in a joint venture with the ITT Corporation, formerly International Telephone and Telegraph.

The two companies are collaborating to provide an electronic news alert system. Information summarised from the pages of the Financial Times and other business news providers can be called up through any communications terminal, personal computer, printer or telex terminal.

At the same time, news agencies, such as Reuters, have begun to realise that by concentrating exclusively on up-to-the-minute information on world events and market prices they may have been missing out on an opportunity.

Reuters is now in the process of giving itself a memory by providing "historic" services for clients. A bonds service will be launched in the spring which will give historic information on more than 3,000 bonds, their prices and yields.

Agence France Press already has a service called "Agora" where full texts of stories can be retrieved, using key words in the opening paragraphs to identify items of interest.

More importantly, Mr Graham Bleasdale, chairman of Finsbury, believes the company, owned by the Scottish Northern Investment Trust, Scottish Amicable and British and Commonwealth Shipping, will break even this year on a turnover of around £1m.

Recently, Finsbury added the Dow Jones News Retrieval Service to the 78 state-owned telecommunications business, has undergone major reorganisation and faces special challenges in the months ahead as the liberalisation of the UK telecommunications market gets under way.

BTI has developed a business information system which it calls Camlot, and central to the performance of Camlot is Wizard.

Indeed, according to Mr Jim Hodgson, BTI managing director: "The timing of BTI's reorganisation was strongly influenced by the introduction of the Camlot computer-based accounting system."

Mr Ron Fairchild, BTI's chief accountant, explained the major changes: "Budgets used to be allocated to expense headings, such as travel and subsistence, operations, maintenance, and so on."

"I wanted budgets that could be allocated to individuals who could be made responsible for a sum of money, given objectives and told to go away and get on with the job."

That was the ideal, but it was clear that BTI's existing manual methods of gathering, collecting and disseminating information were inadequate.

Mr Fairchild and his team decided, two years ago, that the only way of improving the situation was to computerise—

the only sensible answer for a £1bn, 14,000-strong organisation with some 400 separate business activities.

BTI settled on Wizard as the basis of the new accounting system at Christmas 1981; by April of the following year (the beginning of BTI's accounting period), it had been sufficiently developed to provide reports for the first rounds of management meetings.

That speed of installation was crucial to BTI and encouraged its senior management to reorganise the company further along product lines.

Mr Fairchild says: "We were able to carry out that transformation because Camlot could produce product reports, the influence of Wizard is such that it has resulted in BTI being completely reorganised."

BTI is concerned with, among other services, the international telephone circuits, international telex submarine cabling and satellite transmission. Camlot, through Wizard, provides budget reports, giving individual budget managers their planned and actual expenditures on a monthly and year-to-date basis.

It also provides information about the profitability of each product and service.

"What attracted us to Wizard in the first place was the fact that it offers a multi-dimensional approach," Mr Fairchild pointed out. "The budget reflected the organisation—but that was only one dimension."

Mr Fairchild said: "Most of our financial decisions are influenced by the amount of management information Wizard is providing. It changes management action, rather than making the decision."

"What we can do now" he told the Financial Times 12 months ago, "is that within 10 days—theoretically within five days—of the end of each month, we know the state of BTI."

Today, Mr Fairchild is still satisfied with the system. "It costs more than we expected at first and some applications take longer to run than we anticipated, but in general, it is doing what we wanted it to do."

"The honeymoon is over, we're settling down to married life."



Mr Graham Bleasdale, chairman of Finsbury Data Services: making an impact.

## SELECTED DATABASE DISTRIBUTORS RANKED BY CUSTOMER

Company	Subscribers
Dow Jones and Company	27,000
TRW (credit information)	23,000
Equifax	20,000
Compuserve	17,000
Control Data	16,000
Prestel	14,000
Dialog	14,000
The Source	14,000
GE Information Services	6,000
System Development Corp	6,000
Reuters/Monitor/Dealing	4,200
Banker Ramo Corporation	3,500
Telerep	3,000
Tynshare	2,800
OCLC	2,800
Dun and Bradstreet (Dunsprint)	2,500
Mead Data Central (LEXIS/NEALS)	2,500
NTIS	2,400
Medline	1,900
McGraw-Hill/DRI/S and F	1,200
<b>TOTAL:</b>	<b>199,145</b>

Source: Knowledge Industry Publications

Case studies: how a decision support system helps top companies solve complex problems.

## Making sense of a deluge of business data

WHAT MAKES today's business information systems different from the management information systems of a few years ago is, chiefly, the quality of the information they provide.

Most managers will be familiar with the stacks of computer print-out generated by the earlier systems—and with the virtual impossibility of drawing usable information from the undigested mass of data.

Towards the end of the 1970s software manufacturers started to think about a new generation of management systems which would provide usable business reports and offer their customers the facility to model their business data.

The result was products like "Wizard", developed in Britain by the U.S.-based Bureau, Comshare, at a cost of some £300,000, and now one of the best

form the way a firm carries out its business. BTI, for example, the glamorous, high-technology end of the UK's state-owned telecommunications business, has undergone major reorganisation and faces special challenges in the months ahead as the liberalisation of the UK telecommunications market gets under way.

BTI has developed a business information system which it calls Camlot, and central to the performance of Camlot is Wizard.

Indeed, according to Mr Jim Hodgson, BTI managing director: "The timing of BTI's reorganisation was strongly influenced by the introduction of the Camlot computer-based accounting system."

Mr Ron Fairchild, BTI's chief accountant, explained the major changes: "Budgets used to be allocated to expense headings, such as travel and subsistence, operations, maintenance, and so on."

"I wanted budgets that could be allocated to individuals who could be made responsible for a sum of money, given objectives and told to go away and get on with the job."

That was the ideal, but it was clear that BTI's existing manual methods of gathering, collecting and disseminating information were inadequate.

Mr Fairchild and his team decided, two years ago, that the only way of improving the situation was to computerise—

the only sensible answer for a £1bn, 14,000-strong organisation with some 400 separate business activities.

BTI settled on Wizard as the basis of the new accounting system at Christmas 1981; by April of the following year (the beginning of BTI's accounting period), it had been sufficiently developed to provide reports for the first rounds of management meetings.

That speed of installation was crucial to BTI and encouraged its senior management to reorganise the company further along product lines.

Mr Fairchild says: "We were able to carry out that transformation because Camlot could produce product reports, the influence of Wizard is such that it has resulted in BTI being completely reorganised."

BTI is concerned with, among other services, the international telephone circuits, international telex submarine cabling and satellite transmission. Camlot, through Wizard, provides budget reports, giving individual budget managers their planned and actual expenditures on a monthly and year-to-date basis.

It also provides information about the profitability of each product and service.

"What attracted us to Wizard in the first place was the fact that it offers a multi-dimensional approach," Mr Fairchild pointed out. "The budget reflected the organisation—but that was only one dimension."

Mr Fairchild said: "Most of our financial decisions are influenced by the amount of management information Wizard is providing. It changes management action, rather than making the decision."

"What we can do now" he told the Financial Times 12 months ago, "is that within 10 days—theoretically within five days—of the end of each month, we know the state of BTI."

Today, Mr Fairchild is still satisfied with the system. "It costs more than we expected at first and some applications take longer to run than we anticipated, but in general, it is doing what we wanted it to do."

"The honeymoon is over, we're settling down to married life."

We wanted to know the profitability of international telecommunications compared with the data transmission services."

The company needs to know the profitability of each of its services if it is to compete effectively with its new competitors after liberalisation. It needs to know if particular products are growing strongly or declining and it has to be able to answer questions—

which may be hostile—from customers. Wizard seems to fill that function, assisting decision making without replacing managerial judgment.

## Action

Mr Fairchild said: "Most of our financial decisions are influenced by the amount of management information Wizard is providing. It changes management action, rather than making the decision."

"What we can do now" he told the Financial Times 12 months ago, "is that within 10 days—theoretically within five days—of the end of each month, we know the state of BTI."

Today, Mr Fairchild is still satisfied with the system. "It costs more than we expected at first and some applications take longer to run than we anticipated, but in general, it is doing what we wanted it to do."

"The honeymoon is over, we're settling down to married life."

Mr Fairchild said: "Most of our financial decisions are influenced by the amount of management information Wizard is providing. It changes management action, rather than making the decision."

"What we can do now" he told the Financial Times 12 months ago, "is that within 10 days—theoretically within five days—of the end of each month, we know the state of BTI."

Today, Mr Fairchild is still satisfied with the system. "It costs more than we expected at first and some applications take longer to run than we anticipated, but in general, it is doing what we wanted it to do."

"The honeymoon is over, we're settling down to married life."

Amer had a completely different set of problems to BTI. For some years, its card business had used a timesharing bureau to collect and collate data for financial planning and reporting.

Information was fed into the system from around the world for consolidation at Amer's New York headquarters.

For Mr John Lenton, Amer vice-president finance, based in London with responsibilities for Europe, the Middle East and Africa, there were two drawbacks.

First, the system was geared to the needs of New York which were not always the same as those of the rest of the world; so he found it awkward from time to time to get the information out in the form he wanted.

Secondly, sometimes the system was impossible to get information out of the system at all. "Because the system was controlled from New York, someone there had to open it up if we were to have access. Once or twice we found ourselves locked out of the system at critical times."

Once, for example, we could not get essential information from the system the day before the beginning of our budget meetings because it was a public holiday in the U.S. and nobody was there to give access to the data files.

CONTINUED ON NEXT PAGE

## Yes: Moneywise—the software of the Financial Times

The Financial Times believes that financial modelling will play an increasing role in monitoring and decision-making for organisations of all sizes. The FT believes that, given easy-to-use software, financial modelling will become both more sophisticated and more day-to-day.

FT MONEYWISE is a new system for financial modelling. It employs new concepts, exploiting capabilities of the new generation of 16 bit personal computers, eg. IBM PC, Sirius and others.

## Simple

FT MONEYWISE provides 'forms' on the screen to be filled in. Models are built by completing them. The program guides and helps every step of the way. FT MONEYWISE extends the spreadsheet concept and provides the MONEYBOOK in which every aspect of the modeller's work is undertaken. Graphs, reports (in the house style of the user's firm if desired) and the unique MONEYPRINT document are all prepared within the one program and are all designed on the screen. So integrated is the FT MONEYWISE PROGRAM that moving from modelling to graphs to reports and back again on the screen is as easy as turning the page of a book, and can be at the touch of a key.

## Speedy

FT MONEYWISE calculates fast. Up to two times faster than competitive systems. But calculation speed is only a small part of the FT.

MONEYWISE speed story. Model-building using FT MONEYWISE is quick because screen 'forms' provide a framework for modelling within which models rapidly take shape. So quick that the models can be built using FT MONEYWISE, it makes modelling a prerequisite of decision-making.

Changing a model to examine the consequences of, say, a market shift, and recalculation to answer "what-if?" may never get done if the job takes 2 hours—as it might using an ordinary spreadsheet. FT MONEYWISE intelligence tells it to calculate only affected numbers. Speed in changing models and in recalculation is enhanced. In fact, it often gives the answer in less time than it takes to ask the question.

Documentation difficulties are the death-knell of many a spreadsheet and language package model. A MONEYBOOK in contrast is simply self-documenting. Result: speedy production of a well told printed story for the decision-maker.

## State of the art

The technology of FT MONEYWISE software matches that of the 16 bit personal computer hardware for which it was expressly written. Within the 256K of 16 bit memory required by FT MONEYWISE it is not possible to provide more than is delivered by FT MONEYWISE for the financial modeller.

Until now software designed expressly for financial modelling was not easy to use because it involved a 'language'. Few non-programmers and amongst those responsible for profit had time to learn the special language required. Although the spreadsheet package, being an all-purpose tool, was far from ideal for such a specific need as financial modelling, it was widely used in preference to language-based packages for simple applications. FT MONEYWISE, purpose-designed for financial modelling, provides the capability of the language-based package but is simple and speedy in use. FT MONEYWISE is the state of the art for financial modelling.

## Safe

Budgeting, reporting, forecasting, cash flow, profit and loss analysis and all the other aspects of the financial modelling art, support the making of decisions. In doing so they are vital to the function of Managing Directors, Senior Partners, other Chief Executives and their key staff. The Financial Times through FT MONEYWISE offers organisations large and small stability in a software system vital to their businesses. FT MONEYWISE will expand to meet the demands of its users and the opportunities provided by hardware developments. FT MONEYWISE offers a future in financial modelling. FT MONEYWISE—Software of the Financial Times.

FT MONEYWISE is a venture of the Financial Times Business Enterprises Ltd. and Moneywise Software Ltd. MONEYBOOK, MONEYFILE, MONEYPOST, MONEYPRINT, MONEYSEARCH AND MONEYWISE are all trademarks of MONEYWISE SOFTWARE LTD.

FT MONEYWISE costs £395.00 +VAT, net, retail price £445.00 plus VAT.

Moneywise Software Ltd., 226 Sheen Lane, London SW14 8LD. Telephone: 01-878 8585

Please send me your comprehensive colour brochure on FT MONEYWISE telling me what every Chief Executive should know.

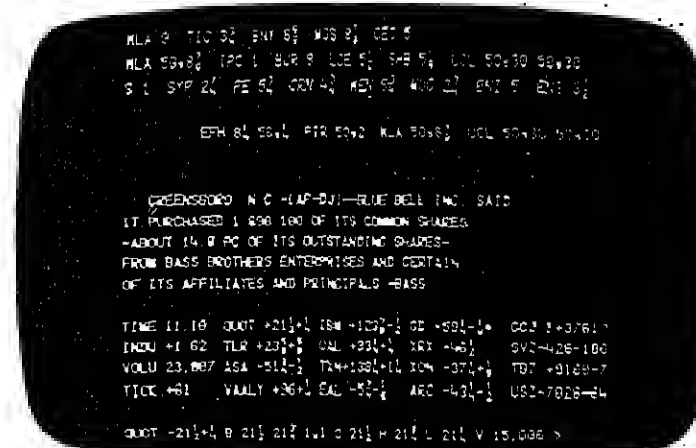
If my company uses/is considering a 16 bit micro. We have/don't have a financial modelling program. (If you do, please state type)

NAME \_\_\_\_\_ TITLE \_\_\_\_\_  
COMPANY NAME \_\_\_\_\_ (or attach business card)  
COMPANY ADDRESS \_\_\_\_\_  
TEL NO. \_\_\_\_\_ EXT. \_\_\_\_\_

Send to Moneywise Software Ltd., 226 Sheen Lane, London SW14 8LD. FT 02

Is there a financial modelling package that is simple, speedy, state of the art and safe?

## Quotron: The source of North American investment and commodities information.



- \*Faster, more flexible display of prices, with monitoring of up to 95 items at a glance.
- \*Specialises in U.S. and Canadian Markets.
- \*Simultaneous display of news stories and prices on screen.
- \*90-day news retrieval of over one hundred separate categories, from individual companies to industry sectors and geographical areas.
- \*Also available on one single terminal — no excessive hardware.

For full information on Quotron please contact:  
London 01-353 6723 New York (212) 621 1785 Hong Kong 213686

A SERVICE OF AP-DOW JONES  
**QUOTRON**

Quotron is also available on **TELETYPE**



## BUSINESS INFORMATION SYSTEMS V

The data base market is growing by 20 per cent a year, as Raymond Snoddy reports

## The future looks promising

BUSINESSMEN in major American cities can now keep in touch with the latest commercial information wherever they are, thanks to satellite, FM radio and a portable monitor, the size of a pocket calculator.

The monitor has an alphanumeric display which allows users to receive current prices, delayed by 15 minutes, from the New York and American stock exchanges, options on the American and Chicago boards and selected futures.

This is just one example of how new products—at least in the U.S.—are making business information services more portable and flexible.

This particular service, run by a company called Teleset America, allows a user to have an individually programmed portfolio of up to 30 shares on which to keep a personal watch.

A "bleep," followed by a digital message display, informs the user about any news breaking about his individual shares.

Future plans include the transmission of a much wider range of business data.

In the UK, Air Call, the messaging company have alpha-numeric displays for relaying messages as well as bleeps—a system that could be developed to provide a range of simple business information.

In the office itself, systems are being developed which could, in the long run, improve the relationship between the non-technical businessman and

daily almost inexhaustible source of storage for digital information. A single laser disc can hold the equivalent of 50,000 A4 sheets of paper, although at the moment there is the disadvantage that the disc can be "written" on only once.

Mr Graham Lea, chairman of the British Association of Data Base Providers, believes that the laser disc could in the near future transform the costs of running on-line data bases and reduce the cost to the consumer by an order of magnitude.

Laser-discs containing all but the most urgent up to the minute "hot" information could be sent to clients for "playing" on their own equipment.

Costs

Mr Lea believes that a large proportion of the telecommunication charges—which can be as high as £80 an hour for on-line bases—could be avoided, and one of the barriers to the more widespread use of sophisticated computer-based information systems removed.

An additional benefit of laser discs would be that pictures and diagrams could be included as well as text.

One data base company, Pergamon's Info Line, which deals in international patents, is already accompanying its technical information with diagrams.

While the future of business information services are likely to be marked by new methods of storing information more cheaply, easier and ultimately more human ways of gaining access to it and more economic methods of distribution the most dramatic changes are likely to be less spectacular.

The real breakthrough may come much more from the exploitation of existing technology and the expansion and maturing of the business information market, rather than from the immediate impact of new ideas.

The use of on-line information services is slowly spreading from the major multinationals to medium and small companies and the necessary skills from members of the scientific and financial community, used to accessing data bases, to the more general businessman in search of better information on which to base decisions.

Mr Lea, who is also managing director of Geosystems, a geological and mineral data base, believes the problem is still too few users although the data base market is showing

growth of around 20 per cent a year.

Mr Lea believes that competition is helping to ensure that more businessmen and a wider range of companies will begin to use more sophisticated information systems.

The personal computer boom is also helping to make electronic business services and information more accessible to the average business. When a personal computer finally does reach the desk of every executive it will give almost every user the ability to "download" their own information from a large central computer, inside as well as outside the organisation, and create their own personal databases.

Such a trend, which could also limit the expansion of the companies which insist on running their information on their own special terminals which have to be rented at considerable cost, could create the critical consumer mass which might transform the balance sheets of data base providers.

The microcomputer boom has already given an important boost to one information service which has been struggling to find its market—British Telecom's Prestel.

Prestel's Micronet 800 service—the ability to download computer games and software to adapted microcomputers—has greatly increased Prestel's penetration into the home. It has helped to increase the number of subscribers to 35,000 and shift the balance of users from 85 per cent business and 15 per cent domestic to one-third domestic.

Prestel, the first operational videodata service in the world, is an example of how the mere existence of a service does not create the market for it.

It is only now that Mr Frank Burgess, general manager of Prestel, can say he is feeling more bullish about its prospects than he has before.

By aiming specific products at carefully targeted market segments, such as real-time booking systems for travel agents, or commodity news for brokers, Mr Burgess says he can now see prospects of trading profit for Prestel in 1985-86.

The growth should be helped by the fact that, by Christmas, local telephone charge rates will apply to 92 per cent of the country. One-way telex has already been introduced via Prestel and development is already under way to make it a two-way system.



Britain's Export Credits Guarantee Department has plans to extend its business information system (above). Its operation parallels the needs of many other forms of business—for example, the insurance world.

Case study: how a busy government department set up its own business information system on issues related to exports and insurance.

## New system offers big benefits

BRITAIN'S Export Credits Guarantee Department took on a pilot project during Information Technology Year in 1982.

Now, far from treating it as a "one-off" experiment, the department is already extending the system and looking towards a future in business information systems with which it is already in tune.

This step forward for the ECGD represents the merging of the technologies of videotext, PABX communications, word processing, and electronic messaging into a cohesive information system.

Although the ECGD is a Government body, it operates on commercial lines. Parallels can be drawn throughout its information system needs with many other forms of business—for example, the insurance world.

The department's computer centre in Cardiff has two IBM mainframes which provide applications and facilities for principal insurance activities, such as premium-invoicing and cash-processing, with up-to-date information retrieval, modelling and reporting features.

The department had already equipped its London offices with a new PABX—the SL-1 from GEC's Reliance Systems.

This was intended to provide not only smoother communications channels, but to prepare the way for information technology.

Installing the GEC computer as the core of the business information system was painless enough, much of the cost being met by the Department of Industry's pilot scheme. From then on, the ECGD and GEC were on their own.

### Extended

The need for an information network was identified in two areas—management information and project control. It was introduced first on a limited "guinea pig" basis and is now extended to all senior management and to the staff of one of the project groups within the ECGD.

Senior management in London and Cardiff have access via videotext terminals on their desks to a personal diary database.

Originally looked upon as an easy first step to information processing, the diary systems quickly proved to be invaluable.

Each manager's diary entries are available for all to see—

colleagues and staff—to help make appointments, organise meetings and so on. Though other colleagues cannot, of course, make diary entries, they can leave a message in a colleague's personal electronic mailbox.

The feature is fast gaining favour over the slower internal post system. Time-wasting calls to ascertain a colleague's availability have plummeted, too.

The implementation of a main management information database is achieved by linking the GEC 4000 Series videotext computer directly with an IBM computer in Cardiff. This link has begun to draw regularly upon information on the overall performance of the ECGD.

Information is typical of any commercial enterprise—summary details of exports guaranteed (orders), type of guarantee and market premium (sales) incomes, claims (debts) recovery incomes and so on.

The GEC equipment links to the IBM system by leased telephone line between London and Cardiff. It uses its own 3270 emulation and hosting software to take data from the IBM system and convert it into videotext tree formats to provide interrogation sequences by end-users.

Managers can now screen the up-to-date position of various aspects of the ECGD's business. The current development is to be extended to provide a similar information database and diary system to the department's nine regional offices.

They will be linked to the London GEC computer via the telephone network through the London SL-1 PABX.

Electronic reporting: The other aspect of the information system is "tactical" project control—work similar in principle to that met in many service and construction industries.

On a day-to-day basis, staff can use the screens to quickly calculate the premiums necessary for various projects. This takes in the variables inherent in any insurance undertaking and uses information held in the videotext database.

Many of the ECGD's guarantees in the project field may take months to negotiate. To keep close control over the progress of complex negotiations, the department monitors its involvement and information is passed on to the officials concerned.

Previously this was done by laboriously compiling weekly, monthly and quarterly returns. Now, as part of the pilot, one element of the database has been designated to hold the data relating to project guarantees under negotiation. This enables detailed information to be available immediately.

Regular work-returns may then be produced by conventional data processing reporting and, more importantly, the system can easily report when "exception" conditions occur.

Word processor link-up: The WPs will be able to transmit to and receive information from the GEC computer for translation to and from videotext format, into A4 page format.

Links with the word processors are straightforward, as the machines (made by Convergent Technologies, with which GEC has a marketing agreement) and the GEC software people can control the interfacing from both ends.

### Application

A useful application of this principle will be used on the weekly reports to which managers add personal comments on issues not shown up by the information on file.

ECGD is now awaiting the availability of teletext to streamline text communications between London, Cardiff and the regions.

Mr Baird explains: "The full content of our guarantee legal documentation is not held on videotext V system, because that would only get in the way of the operational information, and add enormously to the cost for no real benefit."

"Most guarantee documents within the pilot area are produced by word processors and, as such, lend themselves ideally to teletext transmission."

"Our user-demand is now leading the information system's abilities, which we regard as a healthy sign," comments Mr Baird.

"We are hoping to link the GEC computer on-line to the IBM permanently for requests from the videotext screens, for information held in the IBM. The GEC computer will act as gateways to the IBM database."

"Already, the information which management and staff report they would find cost-effective from the system, make that link feasible."

One reason for the swift interest by managers in the system is due to its ease of use. "We had totally inexperienced people operating their desk terminals, after only an hour or two of instruction," adds Mr Baird.

"The rest was self-instruction, using the screen prompts. Even updating of information is a guided step-by-step process included in GEC's videotext software."

Michael Wiltshire

## Decision support system

CONTINUED FROM PREVIOUS PAGE

One answer would have been to rewrite the system to suit Europe, "but the development costs were absolutely horrendous." And Mr Lenton was determined that the accounting system would be under his control to avoid a repetition of the "New York lock-out."

So almost a year ago, the company began to use Wizard, first on Comshare's own time-sharing service, Commander II, then on Amex's own large IBM computer in Brighton.

The three principal functions of the system were to provide a management reporting service, a forecasting system and a budget system. All are critically important, but the budget—in which 6m separate pieces of information are brought together into one coherent picture—is the toughest test.

It used to take three to four weeks and Mr Lenton speaks wearily of the failed attempts and the times the system simply threw up nonsense. The budgeting exercise was tried on the Wizard system for the first time

this year and it worked first time. Three or four weeks of effort were reduced to three or four days.

The company carried out what they run it could, but as Mr Lenton says: "We took our life in our hands—but by then we had a high degree of confidence in the system."

What he especially likes about Wizard is the fact that although it is a big mainframe system, it is the individual user at his video screen it has the feeling of a personal microsystem. And that is the clue to where Amex is going with Wizard.

Mr Lenton says: "We are using Wizard as a sort of relational database and stretching it beyond what it is meant to do—but it's taking the pressure very well."

"Our strategy is to have a central database of 'clean' numbers which we can trust, which will be accessible to those permitted access via an IBM Personal Computer."

Alan Cane

## How Raytheon software helps the Woolmark make the international scene.

Up in lights on Tokyo's Ginza or sewn into a label in London's Savile Row, the Woolmark must be protected. And this is the job of the International Wool Secretariat (IWS).

When this organization decided to computerize, it chose Data Logic, a Raytheon company headquartered in the U.K., to supply system and software design.

That system now helps IWS monitor and disseminate new developments and techniques in the manufacture and care of wool, and keeps textile producers and retailers abreast of the latest trends in fashion, styling, advertising, and promotion. It also assists in tabulating and interpreting market research, economic analysis, and sales forecasting.

Yet this is just one example of Data Logic's long experience in computer systems, embracing a great variety of applications.

In the U.K. alone, these range from evaluating the performance of students in the Army Apprentices College, to a nationwide distributed processing network for England's largest independent dairy, all the way to a computer-controlled operations system for the world's largest refrigerated container facility.

The result is a total systems business geared to the burgeoning growth of automation throughout industry.

Raytheon... a five and a half billion dollar company in electronics, aviation, appliances, energy, construction, and publishing. For copies of our latest financial reports, please contact any of the offices or companies listed below, or write: Raytheon Europe, 52, Route des Acacias, 1227 Geneva, Switzerland, or worldwide headquarters, Raytheon Company, 141 Spring Street, Lexington, Massachusetts, U.S.A. 02173.

RAYTHEON

FOR INFORMATION ON DATA LOGIC: Data Logic Limited, 39 Marylebone Road, London NW1 5JX, England. Tel. 44/1486-7288.

OTHER RAYTHEON COMPANIES IN EUROPE: Electronics: Cossor Electronics Limited, Harlow, Essex, England • Raytheon Halbleiter G.m.b.H., Munich, Federal Republic of Germany • Raytheon International Data Systems, Amsterdam, Netherlands; Frankfurt, Federal Republic of Germany • Raytheon Marine Sales & Service, Copenhagen, Denmark; London, England • TAG Halbleiter G.m.b.H., Boeblingen, Federal Republic of Germany • TAG Semiconductors Limited, Zurich, Switzerland • Wire and Cable: Electrical Installations Limited, London, England • Le Fildynamo, S.A., Meyzieu, France • Lacroix & Kress, Kissing G.m.b.H. & Co., OHG, Bransche, Federal Republic of Germany • Sterling Greengate Cable Company Limited, Aldermaston, Berkshire, England.

RAYTHEON OVERSEAS LIMITED, EUROPEAN OFFICES: Bonn, Brussels, London, Madrid, Paris.



## UK COMPANY NEWS

## N. Sea expansion to boost I C Gas

Imperial Continental Gas Association yesterday gave details of the acquisition by its 59 per cent owned subsidiary Century Power and Light, of half the North Sea interests of the British Electric Traction Company with effect from December 31 1983. The consideration, excluding production profits prior to January 1 1984, amounts to approximately £28m, and will be financed by long term borrowing.

The BET interests include a 5 per cent participation in the Maureen Field, which increases the Century stake from 9 per cent to 14.5 per cent. The acquisition follows the recent acquisition by Century of a 0.25 per cent stake in the Forties Field, at the striking price set by BP of £7.5m, and reflects the company's policy of expansion in the North Sea where it already has substantial interests.

The other shareholders in Century are London Merchant Securities, TR Industrial and General Trust, and TR Trustees Corporation.

Mr Jim Stretch, a director of IC Gas, said yesterday that Century had attained peak production of 90,000 barrels per day earlier than expected. He added: "The field is performing much better than we dared hope."

At the same time as announcing the Maureen acquisition IC Gas reported a cut in taxable losses from £1.77m to £1.07m in the first half to September 30 1983. Turnover advanced by £10.9m to £204.7m.

However the directors of this holding company, with interests in the fuel and power industries and the manufacture and supply of compressed air equipment, point out that, as on previous occasions, interim figures provide little guidance to the outcome of the year.

Most of the group's activities are seasonal and income from UMERG—through which a major part of the group's utility interest is held—and dividend income from Petrofina and Intercom are not included in the first half. In the previous 12 months pre-tax profits fell by 6 per cent to £38.5m.

In fact, the interim figures are even less indicative than usual, as the second half will be significantly improved by the Maureen and Forties acquisitions.

The interim dividend is being lifted from 3p to 4p net per £1 share to reduce the disparity between it and the final. For the previous year a total of 10.6p was paid from earnings per share of £2.53p. First half losses were reduced from 2.11p to 1.53p.

Trading profits for the six months rose £11.6m to £12.97m, while pre-tax profits were struck after depreciation of £12.06m (£10.85m) and net interest payable of £5.88m (£6.39m), and included associates income of £3.8m (£3.12m) and income from investments of £513.4m (£490,000).

Turnover of the subsidiaries in the Calor Group rose by 1.8 per cent to £108.5m and the trading profit was £2.51m higher at £6.88m, mainly as a result of

improved margins and lower redundancy costs. Depreciation and interest charges rose reflecting increased levels of capital expenditure.

Meanwhile turnover of Compair Group fell by 3.2 per cent to £84.93m and trading profit declined sharply from £7.32m to £4.23m, reflecting adverse trading conditions which led to intensified price competition particularly in the construction sector.

In the oil operations group turnover attributable to Century Power and Light, in which IC Gas has a 58.8 per cent interest, rose by £54,400 while turnover from the group's onshore operations in North America was up from £103,000 to £142m. This reflects the acquisition of Ameca Oil Corporation in April 1983, the directors say. Trading profit rose from £430,000 to £1,930,000.

There was a small increase in turnover in the Belgian group which was attributable to higher sales by specialised transport concern Coulier Group and higher property rental income. However trading profits fell by £147,000 and depreciation was slightly higher.

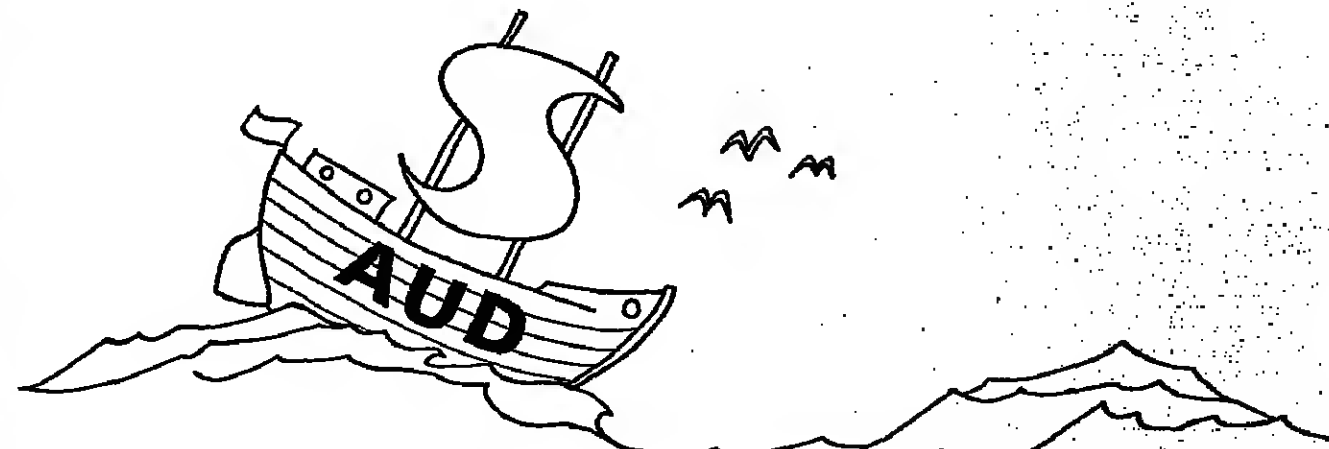
Group tax for the six months took £751,000 (£882,000) and after minority interests of £172,000 (£74,000) the attributable loss came to £1.99m (£2.73m).

comment

Just in case anyone got the wrong impression from these

figures, involving a small loss, IC Gas itself points out that "figures for the half year provide little guidance concerning the outcome for the year." However the company's brokers are sticking their necks out and predicting a full year outturn of £48m. They were no doubt encouraged by the performance of Calor, which managed to increase trading profits by over £2.8m, apparently purely through greater efficiency. That must augur well for the crucial second half. Compair has clearly been finding life less easy, although the company now discerns a levelling off in the trend of price discounting, particularly to its industrial customers. But the big story is oil. The acquisition price of the BET interests revealed yesterday, implies profits attributable to its stake in Maureen of £2m from September 14 to the end of the year. It appears that Maureen has reached peak production of 90,000 b/d far quicker than expected, and off only six of the scheduled 12 production wells. With that sort of income flow combined with that from its 0.25 per cent stake in Forties, IC Gas is clearly set on an intensified exploration and appraisal programme.

Andrew, Tiffany and Joanne. It appears that the results of first appraisal well on Andrew will be known by the end of the year. In any event, its gas production has been pre-sold to BGC, at a price believed to be in the region of 23p per therm.



With the new floating Australian dollar exchange rate, you can rely on the professional expertise of the market leaders.



AUSTRALIA AND NEW ZEALAND BANKING GROUP LIMITED

(Incorporated with limited liability in the State of Victoria, Australia)

35 Gracechurch Street, London EC3V 0BN

Interbank Dealers 01-623 9123 Telex: 887111  
Corporate Dealers 01-621 1275  
Australasian Dealers 01-621 1475 Telex: 885441

## Associated Paper better than forecast

Associated Paper Industries beat its forecast for the year in October 1983.

At mid-term pre-tax profits were down from £1.26m to £905,000, and announcing a rights issue in September, the directors said they expected the full year's outcome to be similar to the £2.27m for the previous 12 months. However, in the event this turned in £2.46m higher at £2.62m.

The group converts paper, film and aluminium foil and the directors report that plans to create a significant business in air and liquid treatments took a step forward with the acquisition of Difus32 Radiator Co, a manufacturer of air conditioning, ventilating and heating equipment.

Profits of this company are included in group results since

July and the directors state that the purchase of Airpel Filtration and Airpel Hydraulics in October represents a further move into this market which they describe as offering considerable opportunities.

The opening weeks of the current year for the group have been in line with expectations and the outlook is good.

Towards the end of the 12 months under review, benefits from product development work at the converting companies began to show through and new plants in the stamping foil companies started regular production.

Sales for 1983-84 advanced from £35.03m to £37.37m and trading profits pushed ahead from £2.6m to £2.74m. These were after distribution costs of £876,000 (£812,000) and selling

and administration expenses of £3.32m (£3.35m), whereas the pre-tax figure followed interest of £229,000 (£261,000).

Tax absorbed £588,000 (£587,000) for basic earnings per 25p share of 13.3p (13.2p) fully diluted end 12.3p (14p) basic with tax and a nil distribution basis. As projected at the time of July's rights issue, the final dividend is 3p for a 4.3p (3.3p) net total.

There were no extraordinary credits this time compared with £139,000 for the corresponding period, while on a CCA basis the pre-tax figure is given as £1.85m (£1.57m).

comment

Associated Paper Industries has gradually been lessening its dependence on its traditional paper making business, now

accounting for about 25 per cent of sales. About 50 per cent is in paper converting, the product aimed principally at posters, cigarette boxes, crisp packets, etc. The rest is in the general area of filtration, through Purification Products, which dissipates smells (through impregnating the inner soles of sports shoes, for example); Diffusion in for three months; and, in the current year, air conditioning from the recent acquisition of Airpel.

The effects of the recent rights issue and acquisition will leave companies roughly unengaged with the potential and ambition for further purchases. Any dilution of earnings per share, should be made up in the current year when pre-tax profits of around £2.5m seem attainable. That puts the shares up 7p at 114p on a prospective actual tax p/e of 7.5.

## Herman Smith rights to raise £1m

Herman Smith, the manufacturing and electrical engineering company, is to raise £1m by way of a 5 for 11 rights issue at 33p per share.

This represents a discount of over 25 per cent to the previous market price of the existing shares, which yesterday fell 2p to 41p.

In giving its reasons for the issue, the company said that over the past two years substantial sums have been spent on providing resources for Herman Smith Hitec, in which Herman Smith has a 51 per cent stake.

The majority of this expenditure has been funded by short-term bank borrowings.

Certain directors and major shareholders have agreed to renounce in favour of ICFC a total of 2,006,250 ordinary shares, to which they will become entitled following the rights.

Other directors and shareholders have agreed to subscribe for 201,567 shares, while the remainder of the issue has been underwritten by Investors in Industry Corporate Finance.

As a result of these arrangements, subsidiaries of Investors in Industry Group will hold at least 20.8 per cent, and as much as 29.3 per cent of the enlarged capital of Herman Smith.

The brokers to the issue are Harris Allday Lea and Brooks.

## Premier Consd. profits reduced

NET PROFITS of Premier Consolidated Oilfields fell from £200,000 to £200,000 in the six months to September 30 1983.

Turnover for the period rose to £2.37m, against £2.25m, and profits from exploration and production increased by £29,000 to £400,000. Overall pre-tax surplus was down at £696,000, compared with £1.39m.

This resulted from a cut in dividend interest to £229,000 (£287,000), a loss of £88,000 (profit £27,000) from the oil futures business, and an unrealised exchange loss of £60,000 against a realised £309,000 profit. Tax for the period absorbed £406,000 (£521,000).

In the year to the end of March turnover totalled £4.73m and pre-tax profits, including a £303,000 oilfield sale profit and a £1.15m exchange gain, were £4.15m.

Mr Roland Shaw, says that the improvement in exploration and production reflects increased gas production in Italy, an improvement in Trinidad oil profits, relatively unchanged oil income in the North Sea Piper field and the Greek Frimos field, while U.S. cash flow is lower following the sale of the Midway Sunset oilfield.

The oil futures business, Premier Man, of which the company owns 50 per cent

incurred start-up losses in connection with its U.S. subsidiary.

Trading in London crude oil futures is expected to significantly increase business volume. Net profit after tax reflects the artificial changes as well as lower income consequent on reduced interest rates, he says.

Negotiations with British Gas Corporation for its Wythe Farm interests are nearing conclusion, he states.

In the Central Graben area of the North Sea, Premier is about to test its well 28/6B-2,

and the results should be released shortly. Also a technical and financial team was touring the Fyzabad field in Trinidad last week in order to prepare for steam flooding. The Italian gas well, Molino No 1 has encountered a substantial paleocone gas sand and is being drilled deeper into the limestone.

The acquisition of the Venture Oil Company was completed at the end of November and Premier, by issuing shares valued at £3.4m, acquired licence interests in block 12/23, 99/12 and 99/13 as well as some 22.2m in cash.

## Chapman Industries recovering

First half taxable profits of envelope maker Chapman Industries recovered from £34,000 to £311,000, thus continuing the progress made in the previous second half when the company finished the year with profits well ahead at £629,000 compared with £259,000.

With earnings per 50p share rising by 2.94p to 9.31p, the interim dividend for the 26 weeks to October 1983 is being lifted from 2p to 2.2p net. For the year before a total of 7.5p was paid.

The directors say all subsidiaries participated in the improvement and West Midlands

Envelopes made a profit contribution ahead of expectations in the two months following its acquisition at beginning of August.

In recent months, trading conditions in the group's principal market have tended to deteriorate, the directors report. However, it continues to benefit from new developments and investments which are enabling it to maximise its opportunities.

Trading profits advanced from £38,000 to £398,000 while interest charges came to £47,000 (£44,000). After tax of £45,000 (credit £109,000) net profits emerged at £263,000 (£193,000).



## Korea Exchange Bank

(Incorporated in the Republic of Korea under the Korea Exchange Bank Act 1966, as amended)

## U.S.\$50,000,000 Floating Rate Notes due 1993

(Redeemable at the option of Noteholders in 1988 and 1990)

The following have agreed to subscribe or procure subscribers for the Notes:

Lloyds Bank International Limited

Algemene Bank Nederland N.V. (Hong Kong Branch)

CTB Australia Limited (wholly owned subsidiary of Commonwealth Trading Bank of Australia)

Mitsubishi Trust and Banking Corporation (Europe) S.A.

Saudi International Bank Al-Bank Al-Saudi Al-Alami Limited

BOT International (H.K.) Limited

Banque Bruxelles Lambert S.A.

Dai-ichi Kangyo Finance (Hong Kong) Limited

Saitama International (Hong Kong) Limited

Singapore Nomura Merchant Banking Limited

The Notes of \$10,000 each, to be issued at par, constituting the above issue have been admitted to the Official List of the Council of The Stock Exchange, subject only to the issue of the Notes. Interest on the Notes is payable semi-annually in June and December the first payment being made in June 1984. Particulars of the Notes are available in the Exel Statistical Service and may be obtained during usual business hours up to and including 30th December, 1983 from the brokers to the issue:

Vickers de Costa Limited, Regis House, King William Street, London EC4 9AR.

14th December, 1983

## COFIRI

Compagnia Finanziaria e Rifornimenti S.p.A.

<p><b>italstat</b></p> <p>LINE 600,000,000,000</p> <p>LINE 600,000,000,000</p> <p>COFIRI S.p.A.</p> <p>BANCA DI SANTO SPIRITO</p>	<p><b>ALFA ROMEO SpA</b></p> <p>LINE 7,000,000,000</p> <p>COFIRI S.p.A.</p> <p>BANCA NAZIONALE DELL'INDUSTRIA</p>	<p><b>UBAE ARABIAN BANK</b></p> <p>LINE 20,000,000,000</p> <p>COFIRI S.p.A.</p> <p>BANCA POPOLARE DI MILANO</p>
<p><b>UBAE ARABIAN BANK</b></p> <p>LINE 20,000,000,000</p> <p>COFIRI S.p.A.</p> <p>BANCA DI SANTO SPIRITO</p>	<p><b>ITALGEL SpA</b></p> <p>LINE 20,000,000,000</p> <p>COFIRI S.p.A.</p> <p>BANCA MANIFATTURA S.p.A.</p>	



# SECTION III - INTERNATIONAL MARKETS

## FINANCIAL TIMES

Wednesday December 14 1983

33  
Danish bank launches  
£50m FRN  
issue, Page 44

### WALL STREET

## Retail sales underline rate fears

THE ANNOUNCEMENT of a sharp increase in U.S. retail sales in November intensified Wall Street's fears of renewed inflationary pressures yesterday, bringing further rises in both long and short-term rates for U.S. Treasury securities, writes Terry Byland in New York.

Leading stocks tried to resist the setback in the bond market but lost ground towards the end of the session. Dealers commented that year-end tax selling in the stock market is now nearing completion and that yesterday's relatively steady performance from stock prices may indicate that this sector could move independently of bonds for a while.

The Dow Jones industrial average ended a net 5.70 down at 1,255.89 after the market had abandoned a mid-session rally which took the Dow Jones to 1,261.99. Airline issues continued to attract buyers.

The rise of 1.9 per cent in November retail sales was well above market forecasts, despite the growing evidence of a very strong opening to the Christmas selling season at the major retailers.

Some sources had predicted a rise of

only 0.7 per cent in retail sales, after a 1.1 per cent gain in October.

The bond market opened lower, with the key long bond falling below par value for the first time since mid-August. Treasury bill rates jumped by as much as 12 basis points.

The sharp rise in rates strengthened fears that either interest rates will forge ahead of their own accord in the New Year or the Federal Reserve will be obliged to raise them to fight off inflation.

The stock market was in two minds. While the setback in bonds and the prospect of higher interest rates bode ill for stocks in the medium-term, higher earnings from the retail and kindred companies could act as an immediate spur to the stock market.

The stock market's resistance to bond market weakness was encouraged by comments from Mr Malcolm Baldrige, the Commerce Secretary, that the rise in retail sales indicates an "excellent" outlook for a sustained expansion of the economy.

Once again, American Express, a further 5% down at \$25 in heavy trading, proved a weak spot as the market digested the board's warning of a 10 per cent fall in earnings this year because of problems at the insurance subsidiary.

Steadiness in IBM, 5% higher at \$124.4, helped the rest of the market. Teledyne jumped \$2 to \$136. Diebold, at \$77, recouped \$1 of recent losses.

In heavy industrial stocks, General Electric put on \$1 to \$58. Xerox at \$50 was 5% better on the announcement of its further expansion into financial services, via the acquisition of a privately held investment banking firm.

Persistent doubts over the outlook for car sales, reiterated by some brokerage houses in their comments on November's retail sales outcome, left General Motors at \$74 and Ford at \$41, both 5% down, and Chrysler \$4 off at \$28.

AT&T stocks again led the active list, the old \$4 up at \$64 and the new \$3 down at \$19.

Other active issues included Baxter Travenol, 5% down at \$22 in further response to last week's bearish report by a major brokerage house. But G.D. Searle, another pharmaceutical group, depressed recently by bearish comment, traded at \$43, a gain of 5%.

Turnover in the credit market was restrained with investors continuing to stay on the sidelines. But rates were quickly adjusted to take account of the reception accorded to the November sales figures. Three-month Treasury bills, discounted at 9.07 per cent, jumped nine basis points while the six-month at 9.27 per cent discount showed a gain of 12 basis points.

The key long bond opened at 99 3/4 and could make no recovery, with the yield a shade above the coupon rate of 12 per cent.

### EUROPE

## Amsterdam performs an encore

A REPEAT performance in Amsterdam yesterday took share levels to another record high for the sixth time in eight sessions on the strength of foreign investors and interest in international stocks.

The ANP-CBS index, calculated at midday, gained 0.5 to 148.8 with advancing stocks outnumbering declines by 102 to 81.

KLM was particularly sought by U.S. buyers, who were more appreciative of the airline's healthy November traffic figures than local investors. KLM added FI 4.50 to FI 193.50, a high for the year.

Other Dutch internationals to benefit from overseas attention were Alko at FI 88.7, up 40 cents, and Philips 20 cents stronger at FI 41.8. Royal Dutch, however, shed 80 cents to FI 135.80.

Continued on Page 36

### TOKYO

## Speculatives caught in the fray

A SHARP downturn for high-priced issues and more sacrifice selling of speculative stocks sent the Nikkei-Dow average below 9,400 in Tokyo yesterday, against growing investor concern over the general election on Sunday and the yen's fall against the U.S. dollar, writes Shigeo Nishiwaki of Jiji Press.

The Dow index of 225 select issues lost \$6.44 to finish at 9,385.56, the first close below the 9,400 level since December 2. Declines outnumbered advances 440 to 222, with 215 issues unchanged. Volume dwindled further to 274.41m shares from Monday's 295.90m.

New funds virtually stopped flowing into the stock market, discouraged by the yen's fall, terrorist attacks in Kuwait, and intensified pre-election nervousness.

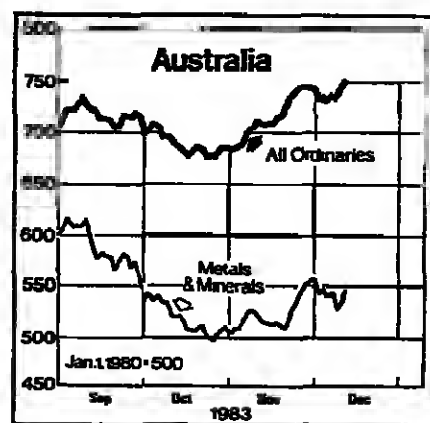
The broad decline was paced by heavy selling of speculative issues, which slipped after rising on strong margin buying since last summer. Aoki Construction suffered a limit loss of ¥50 to ¥700, while Tokyo Construction dropped ¥30 to ¥378, Godo Shusei ¥30 to ¥535 and Sumitomo Metal Mining ¥15 to ¥965.

Many high-priced stocks also surrendered Monday's big gains. Fanuc was down ¥600 to ¥10,200, Kyocera ¥60 to ¥8,850 and TDK ¥30 to ¥5,320. Among international populars, Hitachi lost ¥15 to ¥789, Fuji Photo Film ¥40 to ¥1,970, NEC ¥30 to ¥1,370 and Toyota Motor ¥30 to ¥1,440.

Toshiba, up ¥5 at ¥395, was again the volume leader with 21.56m shares changing hands. Nippon Soda gained ¥13 to ¥638 and Domatsui ¥12 to ¥522.

The bond market continued to draw support from improved supply and demand conditions. Even marginal rises in bond yields from their current record low levels were immediately followed by buy orders.

The yield on the benchmark 7.5 per cent government bond due in January rose slightly on the yen's weakness in the morning, but closed lower at 7.505 per cent from Monday's 7.52 per cent.



AUSTRALIA

## Flotation encourages euphoria

A EUPHORIC stock exchange reception to the Australian Government's decision to float the dollar saw the share market establish record highs yesterday, writes Lachlan Drummond in Sydney.

The All-Ordinaries index, the broad market indicator, closed 7.4 up at 751.2, to eclipse the previous record of 746.2 set on November 17, 1980.

With the Australian dollar slipping back 1.135 cents against the U.S. currency to close at 89.85 U.S. cents against last week's expectations of a significant appreciation, share traders took a shine to base metal miners and other groups dependent on export income or with significant offshore operations.

But it is more a mood of freedom than share market fundamentals that has encouraged the exchanges, as well as the injection of more than A\$450m in traders' hands from Elders IXL's purchases of Carlton and United Breweries shares in the past week.

Indeed, a rush of buying for the new owner of the brewer saw its share price recover by 8 cents to A\$4 on total turnover of almost A\$8m, which provided a large slice of total trading value of about A\$63m.

Meanwhile, in attaining its new peak, the All Ordinaries index has displayed a reversal of market priorities, with the

impetus coming from the index's industrial component rather than the resources sector, which fuelled the previous peak level three years ago.

The All Industrial index reached new ground in May and, by adding 7.8 to 973 yesterday, is up by 54 per cent from the beginning of the year and 216 better than the pre-1983 peak which was set in April 1981.

The All Ordinaries, too, is up 54 per cent from its January level of 487.8, while the All Resources segment is languishing at \$74.7 (up 7.1 on the day), 262 below its November 1980 record and 42 below its year best set in September.

However, it has gained 48 per cent so far this year at its current level and clearly has considerable scope for improvement should metal prices move ahead strongly.

In any case yesterday saw base metal miners score some of the best rises with the encouraging currency movement. BHP, meanwhile, gained 15 cents to A\$14.10 adding A\$50m to its market capitalisation, which now stands just short of A\$4.9bn.

Trading in Thomas Nationwide Transport was heavy, with some indications that News Corp was unloading its holdings. TNT gained 7 cents to A\$2.30.

The enthusiasm of brokers at the end of trading was unbounded and, while one or two cautious souls spoke of profit-taking and fundamentals, they remained unshaken in their belief that while the market may turn lower before Christmas, the traditional Australian New Year share market recovery would leave the 750 level for the All Ordinaries index as a mere reference point as they charted untried ground.

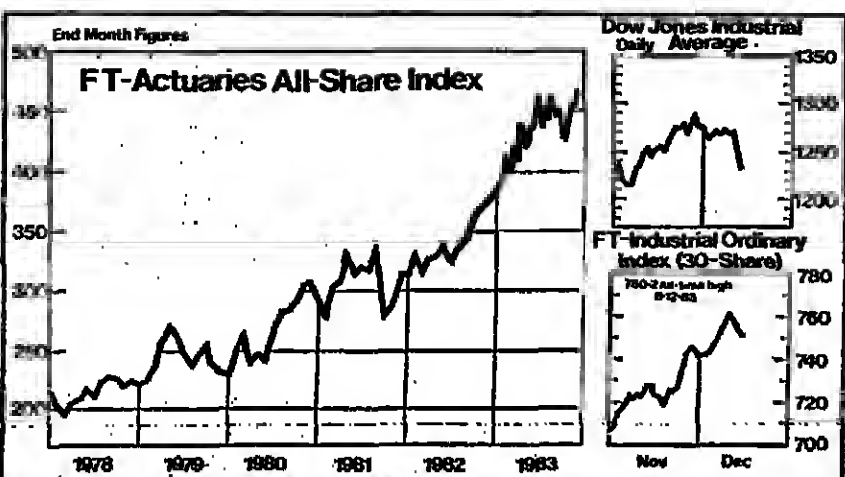
**SINGAPORE**  
STATEMENTS by the Malaysian Prime Minister, Mahatir Mohamad, that the constitutional crisis could be resolved boosted Singapore trading yesterday and left the Straits Times index 21.22 higher at 987.26.

Banks were strong, with DBS 25 cents up at S\$10.00.

**HONG KONG**  
PRE-CHRISTMAS caution emerged in Hong Kong yesterday as share prices increased slightly in thin trading. The Hang Seng index gained 6.07 to 862.81.

Hutchinson Whampoa was featured again, partly due to North American interest, and closed 20 cents up at HK\$14.20.

### KEY MARKET MONITORS



STOCK MARKET INDICES			
	Dec 13	Previous	Year ago
<b>NEW YORK</b>			
DJ Industrials	1255.89	1251.59	1024.28
DJ Transport	604.45	604.45	444.24
DJ Utilities	134.15	134.44	118.03
S&P Composite	164.93	165.52	139.95
<b>LONDON</b>			
FT Ind Ord	750.80	753.70	596.50
FT-A All-share	463.50	463.85	381.51
FT-A 500	494.55	495.20	422.33
FT-A Ind	528.64	528.08	394.50
FT Gold mines	594.30	573.10	523.00
FT Govt sec	82.43	82.51	78.30
<b>TOKYO</b>			
Nikkei-Dow	9385.58	9442.38	7885.57
Tokyo SE	695.30	699.47	680.25
<b>AUSTRALIA</b>			
All Ord.	751.20	743.80	473.50
Metals & Mins.	547.60	538.40	399.10
<b>AUSTRIA</b>			
Credit Aktien	54.23	54.22	48.53
<b>BELGIUM</b>			
Belgian SE	132.81	131.63	98.70
<b>CANADA</b>			
Toronto Composite	2536.6	2536.30	1858.80
Montreal Industrials	445.48	444.78	313.93
Combined	428.70	427.81	311.48
<b>DENMARK</b>			
Copenhagen SE	196.46	195.81	90.70
<b>FRANCE</b>			
CAC Gen	151.90	151.50	100.50
Ind. Tendance	163.10	162.80	120.00
<b>WEST GERMANY</b>			
FAZ Aktien	343.77	344.06	247.35
Commerzbank	1015.70	1016.30	747.50
<b>HONG KONG</b>			
Hang Seng	862.81	856.74	777.04
<b>ITALY</b>			
Banca Comm.	182.78	185.10	186.30
<b>NETHERLANDS</b>			
ANP-CBS Gen	148.80	148.10	99.30
ANP-CBS Ind	122.00	121.70	82.20
<b>NORWAY</b>			
Oslo SE	215.42	214.29	98.98
<b>SINGAPORE</b>			
Straits Times	987.26	968.04	746.74
<b>SOUTH AFRICA</b>			
Gold	850.30	849.90	859.50
Industrials	929.80	927.00	723.00
<b>SPAIN</b>			
Madrid SE	121.10	122.50	97.96
<b>SWEDEN</b>			
J & P	1499.09	1514.89	841.74
<b>SWITZERLAND</b>			
Swiss Bank Ind	371.50	370.50	280.20
<b>WORLD</b>			
Capital Int'l	181.10	180.70	151.10
GOLD (per ounce)			
	Dec 13	Previous	Year ago
London	\$389.375	\$389.375	\$381.625
Frankfurt	\$390.00	\$390.00	\$381.50
Zurich	\$389.75	\$389.75	\$381.75
Paris (fobing)	\$391.24	\$389.75	\$381.75
Luxembourg (fobing)	\$389.80	\$389.80	\$381.75
New York (Dec)	\$390.30	\$390.30	\$381.40

## Oil shares pick up most of losses

LEADING OIL shares reacted nervously in London to reports from New York, later denied, that the British National Oil Corporation planned to cut its North Sea oil price.

Blue-chip issues initially moved down in sympathy but oils picked up most of their losses by the end of the day. The Financial Times Industrial Ordinary index ended 3.1 down at 750.8.

Elsewhere, Eagle Star was again active gaining 18p to 715p ahead of Allianz's increased bid, due today. In food retailing, Bishop's Group shed 30p to 210p after receiving recommended bid terms from Booker McConnell.

Government securities again gave ground with closing losses in long dated issues ranging to 1/2 and those for shorter dated stocks around 1/4.

The strong showing by the U.S. dollar against sterling prompted widespread gains among South African golds but turnover in Australians was restrained by erratic movements in the Australian dollar against the U.S. and UK currencies.

Details, Page 37; Share Information Service, Pages 38-39

### SOUTH AFRICA

ALL SECTORS suffered from a lack of direction in Johannesburg and shares ended mixed after a very quiet day's trading. Among gold shares, Buffels rose 50 cents to R58 and Geduld 75 cents to R44.75.

Two members of the Gold Fields group, for which unchanged interim dividends were announced, moved in opposite directions. Driefontein added 25 cents to R37.75 while Doornfontein fell the same amount to R27.

Elsewhere in mining, Rustenburg Platinum shed 20 cents to R12.70 and De Beers was 10 cents easier at R9.20.

Industrials were narrowly mixed but with a firmer bias.

### CANADA

GAINS POSTED by consumer product issues in Toronto were balanced by widespread weakness in the metals and mining, gold, and oil and gas sectors, leaving shares mixed.

The strength in consumer products was attributed to higher third quarter earnings from Seagram, which added C\$3 to C\$4.68.

Montreal was marginally ahead with small advances recorded in banks, utilities and industrials.



In 1947, Asia's first international airline winged its way from Europe to the Philippines. That airline was ours.

Today, we are still leading the way with more firsts. Like full length skybeds\* in our 747s. So you can stretch out in our Cloud Nine bedroom all the way until you reach Manila — gateway to our 7,000 paradise islands.

The Philippines beckons you with its endless white sand beaches. Clear emerald waters. And seashells among the rarest in the world. And for those who go for big city amenities, the Philippines offers deluxe accommodations and complete recreational facilities.

And the best thing about it is, it costs much less than most of the major Asian holiday destinations.

Contact us or your travel agent and ask about our "Thousand Island" half price fares for travelling in the Philippines.

## Philippine Airlines to our paradise islands.

Amsterdam-Bahrain-Bandar Seri Begawan-Bangkok-Breban-Dhahran-Dubai-Frankfurt-Hong Kong-Honolulu-Jakarta-Karachi-Kuala Lumpur-Kuala Lumpur-Los Angeles-Manila-Melbourne-Paris-Peking-Port Moresby-Rome-San Francisco-Singapore-Sydney-Taipei-Tokyo-Zurich



## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]

Continued on Page 31



## AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]

## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

[illegible]







## RECENT ISSUES

## Equity index down 3.1 more at 750.6



**POSITIVE**

**That's BTR**

## BRITISH FUNDS

"Shorts" (Lives up to Five Years)

High	Low	Stock	Price	Yield	Int. Rate
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00

## Five to Fifteen Years

High	Low	Stock	Price	Yield	Int. Rate
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00

## Over Fifteen Years

High	Low	Stock	Price	Yield	Int. Rate
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00

## Undated

High	Low	Stock	Price	Yield	Int. Rate
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00

## Index-Linked

High	Low	Stock	Price	Yield	Int. Rate
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00
100.00	99.50	British 100	100.00	10.00	10.00

## INT. BANK AND O'ASAS

## GOVT. STERLING ISSUES

20% 100% 100% 100% 100% 100%

## CORPORATION BONDS

100% 100% 100% 100% 100% 100%

## COMMONWEALTH AND AFRICAN BONDS

100% 100% 100% 100% 100% 100%

## LOANS

100% 100% 100% 100% 100% 100%

## Building Societies

100% 100% 100% 100% 100% 100%

## FINANCE YOUR-SELF INSTEAD OF YOUR CLIENTS.

There are few things as frustrating as bankrolling your clients through involuntary extended credit.

But your invoices are worth money, now.

Subject to approval, we'll give you 80% cash against your raised invoices. You'll receive the 20% balance, less our charges, when your customer settles. And he remains totally unaware of the arrangement.

Just phone or complete the coupon for full details.

## CONFIDENTIAL INVOICE DISCOUNTING LIMITED

A member of the Lloyds &amp; Scottish Group

Sovereign House, Queens Rd., Brighton BN1 3WZ

Telephone: Brighton (0273) 771501 Telex: 87382

80% CASH AGAINST INVOICES

## LOANS—continued

Public Board and Ind.

Financial

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

## FT LONDON SHARE INFORMATION SERVICE

## BANKS—Continued

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%

100% 100% 100% 100% 100% 100%



## INDUSTRIALS—Continued

[illegible]

## LEISURE—Continued

[illegible]**PROPERTY—Continued**[illegible]

## INVESTMENT TRUSTS-Cont

Lot	Stock	Price	100	50	25	10	5	1
562	Equine Cont'l	182 1/2	1	19.71	1			
563	Do Berl Spd	336	1	11.01	1			
564	Do Berl Spd	336	1	11.01	1			
565	Do Berl Spd	336	1	11.01	1			
566	Do Berl Spd	336	1	11.01	1			
567	Do Berl Spd	336	1	11.01	1			
568	Do Berl Spd	336	1	11.01	1			
569	Do Berl Spd	336	1	11.01	1			
570	Do Berl Spd	336	1	11.01	1			
571	Do Berl Spd	336	1	11.01	1			
572	Do Berl Spd	336	1	11.01	1			
573	Do Berl Spd	336	1	11.01	1			
574	Do Berl Spd	336	1	11.01	1			
575	Do Berl Spd	336	1	11.01	1			
576	Do Berl Spd	336	1	11.01	1			
577	Do Berl Spd	336	1	11.01	1			
578	Do Berl Spd	336	1	11.01	1			
579	Do Berl Spd	336	1	11.01	1			
580	Do Berl Spd	336	1	11.01	1			
581	Do Berl Spd	336	1	11.01	1			
582	Do Berl Spd	336	1	11.01	1			
583	Do Berl Spd	336	1	11.01	1			
584	Do Berl Spd	336	1	11.01	1			
585	Do Berl Spd	336	1	11.01	1			
586	Do Berl Spd	336	1	11.01	1			
587	Do Berl Spd	336	1	11.01	1			
588	Do Berl Spd	336	1	11.01	1			
589	Do Berl Spd	336	1	11.01	1			
590	Do Berl Spd	336	1	11.01	1			
591	Do Berl Spd	336	1	11.01	1			
592	Do Berl Spd	336	1	11.01	1			
593	Do Berl Spd	336	1	11.01	1			
594	Do Berl Spd	336	1	11.01	1			
595	Do Berl Spd	336	1	11.01	1			
596	Do Berl Spd	336	1	11.01	1			
597	Do Berl Spd	336	1	11.01	1			
598	Do Berl Spd	336	1	11.01	1			
599	Do Berl Spd	336	1	11.01	1			
600	Do Berl Spd	336	1	11.01	1			
601	Do Berl Spd	336	1	11.01	1			
602	Do Berl Spd	336	1	11.01	1			
603	Do Berl Spd	336	1	11.01	1			
604	Do Berl Spd	336	1	11.01	1			
605	Do Berl Spd	336	1	11.01	1			
606	Do Berl Spd	336	1	11.01	1			
607	Do Berl Spd	336	1	11.01	1			
608	Do Berl Spd	336	1	11.01	1			
609	Do Berl Spd	336	1	11.01	1			
610	Do Berl Spd	336	1	11.01	1			
611	Do Berl Spd	336	1	11.01	1			
612	Do Berl Spd	336	1	11.01	1			
613	Do Berl Spd	336	1	11.01	1			
614	Do Berl Spd	336	1	11.01	1			
615	Do Berl Spd	336	1	11.01	1			
616	Do Berl Spd	336	1	11.01	1			
617	Do Berl Spd	336	1	11.01	1			
618	Do Berl Spd	336	1	11.01	1			
619	Do Berl Spd	336	1	11.01	1			
620	Do Berl Spd	336	1	11.01	1			
621	Do Berl Spd	336	1	11.01	1			
622	Do Berl Spd	336	1	11.01	1			
623	Do Berl Spd	336	1	11.01	1			
624	Do Berl Spd	336	1	11.01	1			
625	Do Berl Spd	336	1	11.01	1			
626	Do Berl Spd	336	1	11.01	1			
627	Do Berl Spd	336	1	11.01	1			
628	Do Berl Spd	336	1	11.01	1			
629	Do Berl Spd	336	1	11.01	1			
630	Do Berl Spd	336	1	11.01	1			
631	Do Berl Spd	336	1	11.01	1			
632	Do Berl Spd	336	1	11.01	1			
633	Do Berl Spd	336	1	11.01	1			
634	Do Berl Spd	336	1	11.01	1			
635	Do Berl Spd	336	1	11.01	1			
636	Do Berl Spd	336	1	11.01	1			
637	Do Berl Spd	336	1	11.01	1			
638	Do Berl Spd	336	1	11.01	1			
639	Do Berl Spd	336	1	11.01	1			
640	Do Berl Spd	336	1	11.01	1			
641	Do Berl Spd	336	1	11.01	1			
642	Do Berl Spd	336	1	11.01	1			
643	Do Berl Spd	336	1	11.01	1			
644	Do Berl Spd	336	1	11.01	1			
645	Do Berl Spd	336	1	11.01	1			
646	Do Berl Spd	336	1	11.01	1			
647	Do Berl Spd	336	1	11.01	1			
648	Do Berl Spd	336	1	11.01	1			
649	Do Berl Spd	336	1	11.01	1			
650	Do Berl Spd	336	1	11.01	1			
651	Do Berl Spd	336	1	11.01	1			
652	Do Berl Spd	336	1	11.01	1			
653	Do Berl Spd	336	1	11.01	1			
654	Do Berl Spd	336	1	11.01	1			
655	Do Berl Spd	336	1	11.01	1			
656	Do Berl Spd	336	1	11.01	1			
657	Do Berl Spd	336	1	11.01	1			
658	Do Berl Spd	336	1	11.01	1			
659	Do Berl Spd	336	1	11.01	1			
660	Do Berl Spd	336	1	11.01	1			
661	Do Berl Spd	336	1	11.01	1			
662	Do Berl Spd	336	1	11.01	1			
663	Do Berl Spd	336	1	11.01	1			
664	Do Berl Spd	336	1	11.01	1			
665	Do Berl Spd	336	1	11.01	1			
666	Do Berl Spd	336	1	11.01	1			
667	Do Berl Spd	336	1	11.01	1			
668	Do Berl Spd	336	1	11.01	1			
669	Do Berl Spd	336	1	11.01	1			
670	Do Berl Spd	336	1	11.01	1			
671	Do Berl Spd	336	1	11.01	1			
672	Do Berl Spd	336	1	11.01	1			
673	Do Berl Spd	336	1	11.01	1			
674	Do Berl Spd	336	1	11.01	1			
675	Do Berl Spd	336	1	11.01	1			
676	Do Berl Spd	336	1	11.01	1			
677	Do Berl Spd	336	1	11.01	1			
678	Do Berl Spd	336	1	11.01	1			
679	Do Berl Spd	336	1	11.01	1			
680	Do Berl Spd	336	1	11.01	1			
681	Do Berl Spd	336	1	11.01	1			
682	Do Berl Spd	336	1	11.01	1			
683	Do Berl Spd	336	1	11.01	1			
684	Do Berl Spd	336	1	11.01	1			
685	Do Berl Spd	336	1	11.01	1			
686	Do Berl Spd	336	1	11.01	1			
687	Do Berl Spd	336	1	11.01	1			
688	Do Berl Spd	336	1	11.01	1			
689	Do Berl Spd	336	1	11.01	1			
690	Do Berl Spd	336	1	11.01	1			
691	Do Berl Spd	336	1	11.01	1			
692	Do Berl Spd	336	1	11.01	1			
693	Do Berl Spd	336	1	11.01	1			
694	Do Berl Spd	336	1	11.01	1			
695	Do Berl Spd	336	1	11.01	1			
696	Do Berl Spd	336	1	11.01	1			
697	Do Berl Spd	336	1	11.01	1			
698	Do Berl Spd	336	1	11.01	1			
699	Do Berl Spd	336	1	11.01	1			
700	Do Berl Spd	336	1	11.01	1			
701	Do Berl Spd	336	1	11.01	1			
702	Do Berl Spd	336	1	11.01	1			
703	Do Berl Spd	336	1	11.01	1			
704	Do Berl Spd	336	1	11.01	1			
705	Do Berl Spd	336	1	11.01	1			
706	Do Berl Spd	336	1	11.01	1			
707	Do Berl Spd	336	1	11.01	1			
708	Do Berl Spd	336	1	11.01	1			
709	Do Berl Spd	336	1	11.01	1			
710	Do Berl Spd	336	1	11.01	1			
711	Do Berl Spd	336	1	11.01	1			
712	Do Berl Spd	336	1	11.01	1			
713	Do Berl Spd	336	1	11.01	1			
714	Do Berl Spd	336	1	11.01	1			
715	Do Berl Spd	336	1	11.01	1			
716	Do Berl Spd	336	1	11.01	1			
717	Do Berl Spd	336	1	11.01	1			
718	Do Berl Spd	336	1	11.01	1			
719	Do Berl Spd	336	1	11.01	1			
720	Do Berl Spd	336	1	11.01	1			
721	Do Berl Spd	336	1	11.01	1			
722	Do Berl Spd	336	1	11.01	1			
723	Do Berl Spd	336	1	11.01	1			
724	Do Berl Spd	336	1	11.01	1			
725	Do Berl Spd	336	1	11.01	1			
726	Do Berl Spd	336	1	11.01	1			
727	Do Berl Spd	336	1	11.01	1			
728	Do Berl Spd	336	1	11.01	1			
729	Do Berl Spd	336	1	11.01	1			
730	Do Berl Spd	336	1	11.01	1			
731	Do Berl Spd	336	1	11.01	1			
732	Do Berl Spd	336	1	11.01	1			
733	Do Berl Spd	336	1	11.01	1			
734	Do Berl Spd	336	1	11.01	1			
735	Do Berl Spd	336	1	11.01	1			
736	Do Berl Spd	336	1	11.01	1			
737	Do Berl Spd	336	1	11.01	1			
738	Do Berl Spd	336	1	11.01	1			
739	Do Berl Spd	336	1	11.01	1			
740	Do Berl Spd	336	1	11.01	1			
741	Do Berl Spd	336	1	11.01	1			
742	Do Berl Spd	336	1	11.01	1			
743	Do Berl Spd	336	1	11.01	1			
744	Do Berl Spd	336	1	11.01	1			
745	Do Berl Spd	336	1	11.01	1			
746	Do Berl Spd	336	1	11.01	1			
747	Do Berl Spd	336	1	11.01	1			
748	Do Berl Spd	336	1	11.01	1			
749	Do Berl Spd	336	1	11.01	1			
750	Do Berl Spd	336	1	11.01	1			
751	Do Berl Spd	336	1	11.01	1			
752	Do Berl Spd	336	1	11.01	1			
753	Do Berl Spd	336	1	11.01	1			
754	Do Berl Spd	336	1	11.01	1			
755	Do Berl Spd	336	1	11.01	1			
756	Do Berl Spd	336	1	11.01	1			
757	Do Berl Spd	336	1					

## OIL AND GAS—Continued

	Stock	Price	%	Div	Cum
125	Boracoin 11	124	10.8	18	7
126	Do L. 1st 100	124	10.8	18	7
127	Do L. 2nd 100	124	10.8	18	7
128	Do L. 3rd 100	124	10.8	18	7
129	Do L. 4th 100	124	10.8	18	7
130	Do L. 5th 100	124	10.8	18	7
131	Do L. 6th 100	124	10.8	18	7
132	Do L. 7th 100	124	10.8	18	7
133	Do L. 8th 100	124	10.8	18	7
134	Do L. 9th 100	124	10.8	18	7
135	Do L. 10th 100	124	10.8	18	7
136	Do L. 11th 100	124	10.8	18	7
137	Do L. 12th 100	124	10.8	18	7
138	Do L. 13th 100	124	10.8	18	7
139	Do L. 14th 100	124	10.8	18	7
140	Do L. 15th 100	124	10.8	18	7
141	Do L. 16th 100	124	10.8	18	7
142	Do L. 17th 100	124	10.8	18	7
143	Do L. 18th 100	124	10.8	18	7
144	Do L. 19th 100	124	10.8	18	7
145	Do L. 20th 100	124	10.8	18	7
146	Do L. 21st 100	124	10.8	18	7
147	Do L. 22nd 100	124	10.8	18	7
148	Do L. 23rd 100	124	10.8	18	7
149	Do L. 24th 100	124	10.8	18	7
150	Do L. 25th 100	124	10.8	18	7
151	Do L. 26th 100	124	10.8	18	7
152	Do L. 27th 100	124	10.8	18	7
153	Do L. 28th 100	124	10.8	18	7
154	Do L. 29th 100	124	10.8	18	7
155	Do L. 30th 100	124	10.8	18	7
156	Do L. 31st 100	124	10.8	18	7
157	Do L. 32nd 100	124	10.8	18	7
158	Do L. 33rd 100	124	10.8	18	7
159	Do L. 34th 100	124	10.8	18	7
160	Do L. 35th 100	124	10.8	18	7
161	Do L. 36th 100	124	10.8	18	7
162	Do L. 37th 100	124	10.8	18	7
163	Do L. 38th 100	124	10.8	18	7
164	Do L. 39th 100	124	10.8	18	7
165	Do L. 40th 100	124	10.8	18	7
166	Do L. 41st 100	124	10.8	18	7
167	Do L. 42nd 100	124	10.8	18	7
168	Do L. 43rd 100	124	10.8	18	7
169	Do L. 44th 100	124	10.8	18	7
170	Do L. 45th 100	124	10.8	18	7
171	Do L. 46th 100	124	10.8	18	7
172	Do L. 47th 100	124	10.8	18	7
173	Do L. 48th 100	124	10.8	18	7
174	Do L. 49th 100	124	10.8	18	7
175	Do L. 50th 100	124	10.8	18	7
176	Do L. 51st 100	124	10.8	18	7
177	Do L. 52nd 100	124	10.8	18	7
178	Do L. 53rd 100	124	10.8	18	7
179	Do L. 54th 100	124	10.8	18	7
180	Do L. 55th 100	124	10.8	18	7
181	Do L. 56th 100	124	10.8	18	7
182	Do L. 57th 100	124	10.8	18	7
183	Do L. 58th 100	124	10.8	18	7
184	Do L. 59th 100	124	10.8	18	7
185	Do L. 60th 100	124	10.8	18	7
186	Do L. 61st 100	124	10.8	18	7
187	Do L. 62nd 100	124	10.8	18	7
188	Do L. 63rd 100	124	10.8	18	7
189	Do L. 64th 100	124	10.8	18	7
190	Do L. 65th 100	124	10.8	18	7
191	Do L. 66th 100	124	10.8	18	7
192	Do L. 67th 100	124	10.8	18	7
193	Do L. 68th 100	124	10.8	18	7
194	Do L. 69th 100	124	10.8	18	7
195	Do L. 70th 100	124	10.8	18	7
196	Do L. 71st 100	124	10.8	18	7
197	Do L. 72nd 100	124	10.8	18	7
198	Do L. 73rd 100	124	10.8	18	7
199	Do L. 74th 100	124	10.8	18	7
200	Do L. 75th 100	124	10.8	18	7
201	Do L. 76th 100	124	10.8	18	7
202	Do L. 77th 100	124	10.8	18	7
203	Do L. 78th 100	124	10.8	18	7
204	Do L. 79th 100	124	10.8	18	7
205	Do L. 80th 100	124	10.8	18	7
206	Do L. 81st 100	124	10.8	18	7
207	Do L. 82nd 100	124	10.8	18	7
208	Do L. 83rd 100	124	10.8	18	7
209	Do L. 84th 100	124	10.8	18	7
210	Do L. 85th 100	124	10.8	18	7
211	Do L. 86th 100	124	10.8	18	7
212	Do L. 87th 100	124	10.8	18	7
213	Do L. 88th 100	124	10.8	18	7
214	Do L. 89th 100	124	10.8	18	7
215	Do L. 90th 100	124	10.8	18	7
216	Do L. 91st 100	124	10.8	18	7
217	Do L. 92nd 100	124	10.8	18	7
218	Do L. 93rd 100	124	10.8	18	7
219	Do L. 94th 100	124	10.8	18	7
220	Do L. 95th 100	124	10.8	18	7
221	Do L. 96th 100	124	10.8	18	7
222	Do L. 97th 100	124	10.8	18	7
223	Do L. 98th 100	124	10.8	18	7
224	Do L. 99th 100	124	10.8	18	7
225	Do L. 100th 100	124	10.8	18	7
226	Do L. 101st 100	124	10.8	18	7
227	Do L. 102nd 100	124	10.8	18	7
228	Do L. 103rd 100	124	10.8	18	7
229	Do L. 104th 100	124	10.8	18	7
230	Do L. 105th 100	124	10.8	18	7
231	Do L. 106th 100	124	10.8	18	7
232	Do L. 107th 100	124	10.8	18	7
233	Do L. 108th 100	124	10.8	18	7
234	Do L. 109th 100	124	10.8	18	7
235	Do L. 110th 100	124	10.8	18	7
236	Do L. 111th 100	124	10.8	18	7
237	Do L. 112th 100	124	10.8	18	7
238	Do L. 113th 100	124	10.8	18	7
239	Do L. 114th 100	124	10.8	18	7
240	Do L. 115th 100	124	10.8	18	7
241	Do L. 116th 100	124	10.8	18	7
242	Do L. 117th 100	124	10.8	18	7
243	Do L. 118th 100	124	10.8	18	7
244	Do L. 119th 100	124	10.8	18	7
245	Do L. 120th 100	124	10.8	18	7
246	Do L. 121st 100	124	10.8	18	7
247	Do L. 122nd 100	124	10.8	18	7
248	Do L. 123rd 100	124	10.8	18	7
249	Do L. 124th 100	124	10.8	18	7
250	Do L. 125th 100	124	10.8	18	7
251	Do L. 126th 100	124	10.8	18	7
252	Do L. 127th 100	124	10.8	18	7
253	Do L. 128th 100	124	10.8	18	7
254	Do L. 129th 100	124	10.8	18	7
255	Do L. 130th 100	124	10.8	18	7
256	Do L. 131st 100	124	10.8	18	7
257	Do L. 132nd 100	124	10.8	18	7
258	Do L. 133rd 100	124	10.8	18	7
259	Do L. 134th 100	124	10.8	18	7
260	Do L. 135th 100	124	10.8	18	7
261	Do L. 136th 100	124	10.8	18	7
262	Do L. 137th 100	124	10.8	18	7
263	Do L. 138th 100	124	10.8	18	7
264	Do L. 139th 100	124	10.8	18	7
265	Do L. 140th 100	124	10.8	18	7
266	Do L. 141st 100	124	10.8	18	7
267	Do L. 142nd 100	124	10.8	18	7
268	Do L. 143rd 100	124	10.8	18	7
269	Do L. 144th 100	124	10.8	18	7
270	Do L. 145th 100	124	10.8	18	7
271	Do L. 146th 100	124	10.8	18	7
272	Do L. 147th 100	124	10.8	18	7
273	Do L. 148th 100	124	10.8	18	7
274	Do L. 149th 100	124	10.8	18	7
275	Do L. 150th 100	124	10.8	18	7
276	Do L. 151st 100	124	10.8	18	7
277	Do L. 152nd 100	124	10.8	18	7
278	Do L. 153rd 100	124	10.8	18	7
279	Do L. 154th 100	124	10.8	18	7
280	Do L. 155th 100	124	10.8	18	7
281	Do L. 156th 100	124	10.8	18	7
282	Do L. 157th 100	124	10.8	18	7
283	Do L. 158th 100	124	10.8	18	7
284	Do L. 159th 100	124	10.8	18	7
285	Do L. 160th 100	124	10.8	18	7
286	Do L. 161st 100	124	10.8	18	7
287	Do L. 162nd 100	124	10.8	18	7
288	Do L. 163rd 100	124	10.8	18	7
289	Do L. 164th 100	124	10.8	18	7
290	Do L. 165th 100	124	10.8	18	7
291	Do L. 166th 100	124	10.8	18	7
292	Do L. 167th 100	124	10.8	18	7
293	Do L. 168th 100	124	10.8	18	7
294	Do L. 169th 100	124	10.8	18	7
295	Do L. 170th 100	124	10.8	18	7
296	Do L. 171st 100	124	10.8	18	7
297	Do L. 172nd 100	124	10.8	18	7
298	Do L. 173rd 100	124	10.8	18	7
299	Do L. 174th 100	124	10.8	18	7
300	Do L. 175th 100	124	10.8	18	7
301	Do L. 176th 100	124	10.8	18	7
302	Do L. 177th 100	124	10.8	18	7
303	Do L. 178th 100	124	10.8	18	7
304	Do L. 179th 100	124	10.8	18	7
305	Do L. 180th 100	124	10.8	18	7
306	Do L. 181st 100	124	10.8	18	7
307	Do L. 182nd 100	124	10.8	18	7
308	Do L. 183rd 100	124	10.8	18	7
309	Do L. 184th 100	124	10.8	18	7
310	Do L. 185th 100	124	10.8	18	7
311	Do L. 186th 100	124	10.8	18	7
312	Do L. 187th 100	124	10.8	18	7
313	Do L. 188th 100	124	10.8	18	7
314	Do L. 189th 100	124	10.8	18	7
315	Do L. 190th 100	124	10.8	18	7
316	Do L. 191st 100	124	10.8	18	7
317	Do L. 192nd 100	124	10.8	18	7
318	Do L. 193rd 100	124	10.8	18	7
319	Do L. 194th 100	124	10.8	18	7
320	Do L. 195th 100	124	10.8	18	7
321	Do L. 196th 100	124	10.8	18	7
322	Do L. 197th 100	124	10.8	18	7
323	Do L. 198th 100	124	10.8	18	7
324	Do L. 199th 100	124	10.8	18	7
325	Do L. 200th 100	124	10.8	18	7
326	Do L. 201st 100	124	10.8	18	7
327	Do L. 202nd 100	124	10.8	18	7
328	Do L. 203rd 100	124	10.8	18	7
329	Do L. 204th 100	124	10.8	18	7
330	Do L. 205th 100	124	10.8	18	7
331	Do L. 206th 100	124	10.8	18	7
332	Do L. 207th 100	124	10.8	18	7
333	Do L. 208th 100	124	10.8	18	7
334	Do L. 209th 100	124	10.8	18	7
335	Do L. 210th 100	124	10.8	18	7
336					

\_\_\_\_\_

# SECURITIES

MINES—continued

Australians

Tires

Miscellaneous

NOTES

REGIONAL AND IRISH STOCKS

OPTIONS

3-month Call Rates

Recent Issues—and "Rights" Page 30

MINES—continued

983	Low	Stock	Price	Div.	Yld.
-----	-----	-------	-------	------	------

[illegible]



Britishis Sp. of Unit Trusts Ltd. (S)(A)(I)g  
Salisbury House, 31 Fenchurch Circus, London EC2  
01-436 0478/0479 or 01-568 2777  
Britishis Viewpoint 01-673 0048  
HK Securities Funds

[illegible][illegible][illegible]

CAL Investments (IOM) Ltd				
0 St Georges St Douglas IOM. 0624 20231				
CAL C&C*	03.3	87.7	....	==
CAL Metals	94.5	99.5	....	==
CAL Silyva*	240.0	255.1	+0.7	==

[illegible]

1	3	3	4
			5

- ACROSS**

  - 1 Illegal instrument? (6)
  - 4 Beat this for a political slogan (5)
  - 10 Care for the railway child-reo's place? (7)
  - 11 Discharged and made vacant (7)
  - 12 Scraps enjoyed by students (5)
  - 13 Document required when hording over a vehicle (10)
  - 15 Does not arise from falsehood and evil (4+2)
  - 16 Tessa is out and about in a Surrey town (7)
  - 20 Chief opponent out of reach (4+3)
  - 21 Capital form of punishment (6)
  - 24 Additional protection in the field (5,5)
  - 26 Wise men having a different image out East (4)
  - 28 Lays bare in Dundee's rebuilding (7)
  - 29 Eggs turn into cheers (7)
  - 30 Just look at the lads running amok—they're disreputable (8)
  - 31 He's too upset to calm down (6)

**DOWN**

  - 1 Grave commitments for which NUR and ASLEF combine (8)
  - 2 It's essential, if you want to speak French (2, 7)
  - 3 A vegetable boat capsized (4)
  - 5 Never eat, perhaps, and weaken (8)
  - 6 Choke him off. his PAYE tax is not in order (10)
  - 7 An astronomical figure (5)
  - 8 One boy about to finish up as an admiral (6)
  - 9 Two learners in the mountains (5)
  - 14 Overbearing attitude of one surrendering? (4+6)
  - 17 Such a rite is sworn to a solemn sacrament (9)
  - 18 Enormous deficit in solid fuel (8)
  - 19 In Genesis a derelict property is made over to him (8)
  - 22 They're plain to S Africans (6)
  - 23 The spirit of my French translation (5)
  - 25 Choese society has a place in the Pacific (5)

rt Bd	\$12.70	15.87	...	9.5
(Accum)	\$18.84	18.32	...	—
ean	\$9.45	18.21	...	—
(Accum)	\$9.45	10.21	...	—
merican	\$8.83	8.49	...	—
(Accum)	\$8.85	8.48	...	—

[illegible]

Mixed Capt	182.1	107.5	.....	=====
Mixed Acc	104.3	180.8	+ 8.1	=====
O'Leary FrCo	106.6	112.2	+ 1.1	=====
Lease Acc	108.8	114.8	+ 1.1	=====
Propty Capt	94.7	88.7	.....	=====
Propty Acc	96.7	101.8	.....	=====

[illegible]

	Nov	APR	1st of Nov
Equity	140.0	148.0	
Debt	126.8	153.0	
Net Pfd	82.0	88.0	

**Mallinell Limited**

	Nov	APR	1st of Nov
Equity	140.0	148.0	
Debt	126.8	153.0	
Net Pfd	82.0	88.0	

**Confidential Pensions Ltd**

	Nov	APR	1st of Nov
Equity	140.0	148.0	
Debt	126.8	153.0	
Net Pfd	82.0	88.0	

Liborn Bars, EC1 2HH	51-6058 9222	The Money Market Trust	85 on Victoria St EC4N 4ST.	01-235 0850
Link-Remittance Plan		Cash Fund	5.53	5.53
Cash Fund	117.9	7 Day Fund	5.25	5.97
George Assurance Co Ltd		Oppenheimer Fund Management Ltd		
de Priory, Mitchin, Herts.	0462 57161	66 Cannon St, EC4N 6AE.	01-235 0202	
Invested Fd	104.7	Cash Fund	5.53	5.71
Uninvested	109.2	High-Income	5.53	5.53
Uninvested	109.2	Dollar	0.31	4.88

**Bank Accounts**

International	100.5		+ 0.7
Germany	98.2	100.3	
France	96.5	100.3	
Interest	95.5	100.3	
UK	95.0	100.1	- 0.3
Nex Ltd	95.0	100.1	
Next Int	94.5	100.1	
Cord	97.0	103.0	+ 0.1
Int Int	97.0	103.0	+ 0.1
Int Int	99.0	104.0	+ 0.1
Int Int	101.0	104.0	+ 0.3
Prod Int	101.0	104.0	+ 0.3
Prod Int	95.1	100.3	+ 0.8

Treasury Acc	8.65	9.04	0.39
MutualAcc	8.55	9.04	0.49

Bank of Scotland  
 33 Threadneedle St. EC2P 2EL  
 Cheque Acc<sup>a</sup> 8.75 9.11 0.36 808  
 Britannia Gp of Unit Trnsts Ltd  
 25 Finsbury Circus, BC3M Sol.  
 31-588 277

Lombard North Central PLC  
17 Arden St. W1A 3DH. 01-409 3433  
Notice Default 2.0 3.2 Rate 14 days  
Save & Destroy

[illegible]

prices of Capital Units and Guaranteed  
Basic Rates please phone 0705 334611.

101 London Rd.	Symonds.	0732 430161
City	£13.25	109.06
City (net)	£12.04	105.19
£12.00	189.85	
£112.00	110.48	

هَذَا مِنْ أَصْلِهِ



## OFFSHORE AND OVERSEAS

[illegible]











The image shows two vertical cylindrical containers, likely measuring cylinders, used for liquid measurement. The left cylinder is labeled "Peristaltic" and the right one is labeled "Pump". Both cylinders have a scale from 0 to 1000. The left cylinder has a dark liquid level around 400. The right cylinder has a dark liquid level around 800.

**Good results in all Groups provide scope for continued rapid expansion.**

Our first principle  
in Trade Finance  
You, first.

anywhere, any time.  
At Westpac we build our services around your needs. Whether in Trade Finance, Corporate Lending or Foreign Exchange. Give us a call and we'll show you how we put 'You, first'.

**Westpac**  
First Bank in Australia

## £50m FRN for Danish bank

Yamaichi is also leading a ¥5bn private placement for Eurovias, the Spanish motorway company. It has a 10-year life with an 8.4 per cent coupon at a price of ¥9.85.

Secondary bonds denominated in dollars and Swiss francs closed little changed in a day of low trading. In Germany, prices fell by up to a ¼ point.

## New vice-presidents at Comex

marketing and research for Coca-Cola Co.'s Columbia Pictures-Industries since April 1981.

● Mr James B. Watt has been elected chairman and chief executive officer of MIDAMERICA BANCYSYSTEM. He replaces Mr Charles L. Daily, who will assume the new position of chairman of the executive committee of the holding company, headquartered in Fairview Heights, Illinois. Mr Watt joins the company from management of his own bank consulting firm.

**FT INTERNATIONAL BOND SERVICE**[illegible]

## What all serious investors think about every week...

**If you really want to take investing seriously you need to have access to the right information to help you find the real opportunities for making money on the stockmarket.**

**The IC NEWS LETTER can give you just the advice you'll need to adopt a successful investment strategy. And it is delivered to its subscribers every week — bringing share recommendations, regular follow-up guidance and expert stockmarket comment.**

**And, just in case you're not convinced of its pedigree, the IC NEWS LETTER is affiliated to the FINANCIAL TIMES and the INVESTORS**

**Beating the market in 1983**

This year the IC NEWS LETTER has identified some exciting new opportunities for its subscribers. The essence of successful investment is to buy and sell when the market for a particular share is right. Just look at the percentage increase in these recommendations compared to the Index.

Share	% increase on recommended price*	% change in FT All Share Index*
Atlantic Resources	479.2†	+88
Moro Focus	122.8	+7.7
Niel & Spencer Hltds	82.2	+1.7
Spears & Jackson Int.	67.5	+8.0

Approved public sale after 11/1/80 at 70%.

Its January 1983 Net Shares are showing an average gain of 25%, led by Tomlinson-UP 80%, UBM-UP 43% and Christies International-UP 44%.

**Subscribe now and take advantage of our special no-risk offer.**

The best way to judge the performance of the IC NEWS LETTER is to see it to yourself. That's why we are making this special no-risk offer to new subscribers. If you subscribe for one year we guarantee that if during the first 4 issues you are not satisfied with the IC NEWS LETTER you can have a FULL refund of your payment. Since you wish to be a subscriber after the IC NEWS LETTER returns the outstanding portion of your payment.

The 1984 Net Shares will be revealed in the IC NEWS LETTER dated January 1 1984. To make sure of your regular copy of the IC NEWS LETTER and the Net Selection issue simply fill in the coupon and post it without delay. After all,

**THE FINANCIAL TIMES BUSINESS PUBLISHING LIMITED**

Figures 4.22 to 4.24

**IC News letter** Post to: Marketing Dept., IC News Letter, FREEPOST, LONDON EC4B 4QJ (no stamp needed in UK)

I would like to take out an annual subscription to IC News Letter which will include the 4 January 1984 New Selection Issue.

I understand that if I am not satisfied with IC NEWS LETTER during my first 6 issues and write to the

CUK First Class Postage £55 : Overseas Airmail £72 US\$40  
 I enclose my cheque value £ US\$ \_\_\_\_\_ payable to P F Business Publishing (UK)  
 I wish to pay by American Express MasterCard or Visa Access Diners (delete as required)

Block Captains Please

Company Phone address is/are as required

Pool Town	Pool Code
Nature of business	

Registered Office: Brickent House, Cannon Street, London EC4P 4BT Registered Number: 10466666

**EUROPEAN TRADED OPTIONS**  
Tuesday-Wednesday-Thursday-Friday

**Only in the Financial Times**

**THE PHILIPPINE  
INVESTMENT COMPANY S.A.**  
Net Asset Value as of  
November 30th, 1983

**U.S.\$2.78**  
**Listed Luxembourg**  
**Stock Exchange**  
**Agent:**  
**Banque Générale du Luxembourg**  
**Investment Bankers:**  
**Manila Pacific Securities, SA**